

FINANCIAL TIMES

Consultants in Europe

Loved most by German and UK companies

Page 8

World Business Newspaper <http://www.FT.com>

IMF suspends Kenya loans as terms rejected

The International Monetary Fund suspended loans to Kenya last night after President Daniel arap Moi withdrew a letter agreeing new terms. IMF managing director Michel Camdessus is understood to have told Mr Moi that Kenya was not doing enough to combat corruption. Last week's removal of Kenya's top customs official proved the last straw for the IMF. Page 12

Volvo sells Renault stake Swedish car maker Volvo sold its remaining stake in French vehicles group Renault, with which it once planned to merge. Volvo took advantage of surging French stocks to offload its remaining 1.4 per cent stake for Skr5.9bn. Page 13

Pen purchases France's BIC, best known for its ball-point pens, has bought US pen maker Sheaffer, which has annual sales of more than \$50m. Page 12

Plan to tame river German and Polish officials proposed a joint programme with Czech and EU participation to regulate the River Oder, which has flooded parts of all three countries in the past month. Soldiers fight to shore up dyke. Page 2; Editorial comment, Page 11

True North Communications The holding company for Foote, Cone & Belding, America's biggest advertising agency, plans to acquire Bozell, Jacobs, Kenyon and Eckhardt, which owns the country's 11th largest. The \$40m deal will create the world's sixth biggest advertising company. Page 13

Raid hits Yamaichi shares Japanese prosecutors raided the house of top Yamaichi officials connection with allegations of corporate scandal at the big securities house. Yamaichi shares closed at Y260 - 14 per cent down on Tuesday's finish. Page 5

Sony profits surge Earnings surged at Sony of Japan, boosting the electronics and entertainment group's position as one of the country's most profitable companies. First-quarter pre-tax profits surged 110 per cent to Y92bn (\$780m). Page 13

Malaysia warning Malaysian prime minister Mahathir Mohamad warned that a new contractor may be appointed for the \$6.4bn Bakun hydroelectric dam project if local and foreign contractors cannot resolve their dispute. The project is meant to supply electricity to mainland Malaysia.

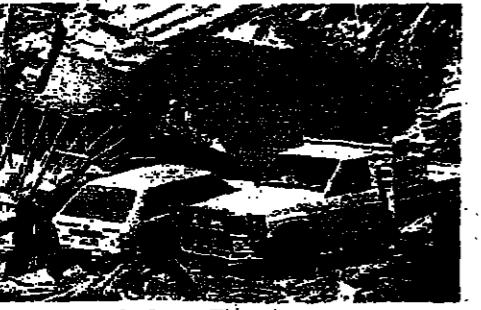
Five escape air-crash Two crew and three passengers walked away virtually unscathed from a Federal Express MD-11 cargo plane which crash-landed, overturned and burst into flames at Newark airport, New Jersey.

Extremists found guilty Five Japanese Red Army extremists were convicted in Beirut of using forged documents and living in Lebanon illegally. They were jailed for three years.

Big bequest A former Chicago secretary who never earned more than \$15,000 a year left \$16m to a hospital in her will. Gladys Holm, who used to invest any surplus earnings in stocks, often handed out teddy bears at the self-supporting Children's Memorial Hospital.

Dubious distinction Nigeria has been named the world's most corrupt country for the second year running. A German survey awarded second and third places to Bolivia and Colombia, with Russia up from eighth position to fourth. Page 4

Hopes fade after Australian landslide



Rescuers risked new landslides to search for 19 people missing after rock and earth engulfed two ski lodges at Thredbo (above) in Australia's Snowy Mountains. One body was recovered but hopes of finding survivors faded because of the freezing and dangerous conditions in the valley 400 km south of Sydney.

FT.com: the FT web site provides online news, comment and analysis at <http://www.FT.com>

STOCK MARKET INDICES	
New York	1,243.98
Over Jpn Ind Av	-10.91
NASDAQ Composite	1,591.45
(-3.44)	
London and Fr Exch	
CA-40	3,075.57
(+6.57)	
DAY	4,438.93
(+17.21)	
FSE 100	4,907.5
(-19.8)	
Nikkei	20,331.43
(+18.61)	

US LUNCHTIME RATES	
Federal Funds	6%
3-month T-bills Yld	5.225%
Long Bond	10.93%
Yield	6.322%

OTHER RATES	
UK 3-mo Interbank	7.1%
(7%)	
UK 10 yr Gilt	10.2%
(10.23)	
France 10 yr OAT	100.35
(100.64)	
Germany 10 yr Bund	103.42
(103.72)	
Japan 10 yr JGB	103.61
(105.02)	

NORTH SEA OIL (Argus)	
Scot Dated	\$16.89
(19.01)	
DM	3,0077 (2,9996)

Spain

Government presses privatisation

Page 2

Frankfurt

Tenants' market may be transformed by Emu

Property, Page 8

FT WEEKEND

Sicily's men in pastel

TOMORROW

FRIDAY AUGUST 1 1997

Israel calls for crackdown

Threat to send troops into Palestinian areas a declaration of war says Arafat

By Avi Machlis in Jerusalem

Palestinians yesterday said Israel's decision to impose security and economic measures on the West Bank and Gaza following a suicide bombing in Jerusalem amounted to a declaration of war.

Israeli officials confirmed that the government was considering sending troops into Palestinian-controlled areas if Palestinian leader Yassir Arafat did not crack down on militant Islamic groups.

Israel believes that terror group Hamas was behind the suicide bomb that killed 13 people on Wednesday, the deadliest attack since prime minister Benjamin Netanyahu came to power in May 1996.

US President Bill Clinton's senior advisers, including Secretary of State Madeleine Albright and Middle East mediator Dennis Ross, met at the White House for emergency talks yesterday afternoon.

Asked if the president was satisfied with Mr Arafat's pledge that he was committed to ensuring a secure environment for Israel, the White

House replied: "The president feels the chairman made an appropriate statement, yes, but... continues to believe that efforts need to be made to strengthen security co-operation."

Colonel Jibril Rajoub, head of the Palestinian preventative security service, said Palestinian police would defend themselves if Israel sent troops into Palestinian areas.

A senior Israeli official said entering Palestinian-controlled areas was "becoming more and more of an option, especially if we feel the Palestinians are not fighting the terror groups".

Mr Netanyahu demanded a tougher response from Mr Arafat in cracking down on Islamic radicals.

"I insist on a real peace and it begins with Arafat's battle against terrorism," he said. "That is what the international community... has now the obligation to demand."

Israel has also suspended the transfer of certain revenues, such as value added tax and income and excise returns, to the Palestinian Authority. The PA had received about \$850m in these revenues from Israel

meanwhile. Israeli forces raided Palestinian villages still under Israeli security control in the occupied West Bank, arresting 28 suspects. Palestinian security officials said they had detained 10 activists from Islamic Jihad and Hamas, radical Islamic groups which have sent suicide bombers to Israel in the past in an effort to end peacekeeping.

Despite the tensions, security co-operation between Palestinian and Israeli forces had partially resumed.

Israel's communications ministry said it had received orders from Mr Netanyahu to jam Palestinian radio broadcasts which it considered "inappropriate".

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Pledge: Yassir Arafat

between 1994 and May 1997.

But the harshest economic blow is the crippling closure of the West Bank and Gaza. Mr Arafat sent a letter to the US, Russia, and European and Asian countries calling for a clampdown could put an end to the peace

Sweetened Thai bond issue woos nervous investors

By Edward Luce

Thailand yesterday returned to international bond markets for the first time since its currency came under attack in April. But it had to offer sweeteners to woo back nervous investors.

The \$500m eurobond issue, priced to yield a significantly higher rate of interest than Thailand's previous issue in April, comes four weeks after the Thai government allowed the baht to fall under market pressure.

The bonds were issued by the Industrial Finance Corp of Thailand (IFCT), a partially state-owned body. Analysts saw yesterday's issue as a litmus test of wider market sentiment towards Thailand after the currency turmoil.

Traders said the issue was considered a success because of the significant premium IFCT agreed to pay to attract risk-averse investors. "The deal went well because IFCT sweetened it so much," said one banker in New York. "The Thais were clearly very anxious about the bond being a failure so they made sure it succeeded."

The bonds, in two tranches of \$250m, were priced to yield 1.2 percentage points and 1.12 percentage points more than US Treasury bonds respectively. This compares to a spread of 0.9 percentage points on the last IFCT bond issue in January.

The increase in the spread is greater than apparent because of the rally in all emerging market paper over the last seven months. Most emerging market borrowers are now raising funds more cheaply than earlier in the year.

An official at Lehman Brothers, which underwrote the deal, said the bond carried additional attractions for uneasy investors. They included "credit-sensitive" provisions which guaranteed bondholders a higher coupon should IFCT be downgraded by the international credit rating agencies.

Bonds, Page 28

Government row with opposition over taxes 'destroying jobs'

German politicians criticised by industry

Ralph Atkins in Bonn and Andrew Fisher in Frankfurt

German industry's anger at politicians' failure to agree on sweeping tax reform erupted yesterday into unbridled criticism of some politicians - including Chancellor Helmut Kohl, finance minister Mr Theo Waigel and their political opponents.

As the government announced that it would have another go at attempting to strike a deal with political opponents, in September, senior industrialists warned that the long-running stand-off would destroy jobs and competitiveness.

Their criticism followed the failure of a parliamentary conciliation committee to end the deadlock between the Bundestag, the lower house of parliament, and the Bundesrat, the second chamber, which is controlled by the opposition Social Democratic party.

"A significant chance to make Germany fit and competitive for the next millennium has been frittered away," said the German industry association (BDI). Mr Waigel is seeking net tax cuts totalling DM30bn (\$16.3bn) a year from 1998, including reductions in top and basic rate income tax as well as corporation tax. But the SPD has condemned the plan as favouring the rich and not soundly financed.

With Mr Waigel insisting

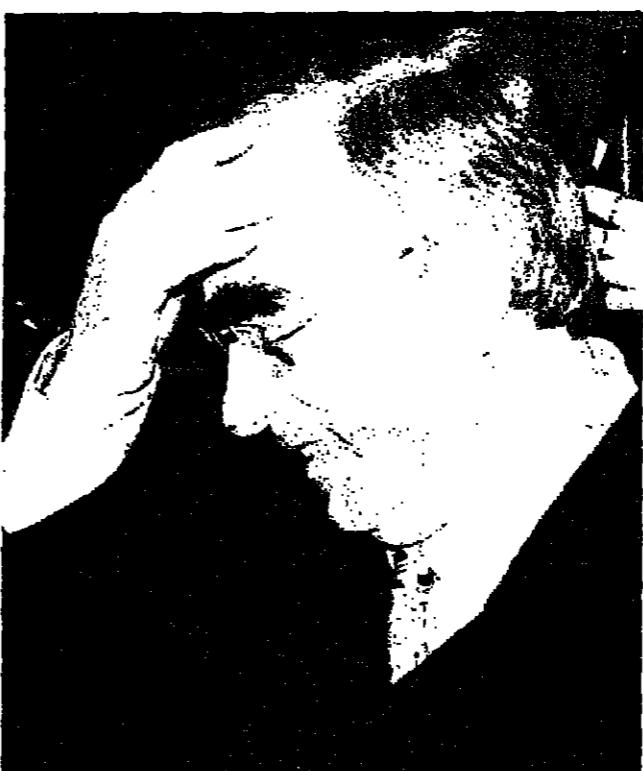
compromise was possible only on significant net cuts, the chance of a deal in the conciliation committee next month is remote.

Even an agreement by the committee yesterday on abolishing a local trading capital tax - described by Mr Waigel as a "positive signal" for investment" - was dismissed as a "fig leaf" by Mr Martin Kohlhausen, president of the German banking association.

The BDI said the abolition of the tax would not prevent "the increasing migration of business abroad and a further hike in unemployment".

Industry reserved its severest criticism for the SPD, which was also lambasted by Bonn for obstructing reform for tactical election reasons.

Continued on Page 12



Criticised: German finance minister Theo Waigel yesterday

Spanish fishermen could receive £100m damages

By John Mason and Gary Mead in London and Tom Burns in Madrid

Spanish fishermen will be allowed to claim compensation that could reach £100m (\$163m) from the UK government for being illegally excluded from fishing in British waters, a British court ruled yesterday.

The decision, which prompted anger from British fishermen, followed European Court rulings that UK legislation introduced in 1988 to prevent "quota-hopping" breached European law.

Three judges ruled that the breach of EU law caused by the Merchant Shipping Act 1988 was sufficiently serious that Spanish trawler owners should, in principle, be able to claim compensation.

The Act was passed to address concerns that "quota-hopping" - where Spanish vessels were re-registered in the UK or British registered ships were bought by Spanish owners - were damaging the

British fishing fleet. The scale of the damages to be paid to the Spanish fleet is uncertain and will take further court hearings to assess. But trawler-owners maintain that 97 vessels each lost between £350,000 and £500,000. It is believed the maximum interest payments on the damages could reach almost £100m.

Under the Act only boats 75 per cent owned and managed by UK citizens or companies could use the British fishing quota. The European Court of Justice ruled that the Act breached EU law and it was suspended in July 1990.

Giving judgment, Lord Justice Hodge said the UK government had acted in good faith and had not intended to breach EU law. However, it could be criticised for not thinking through the effects of the legislation and for "an element of muddle" between government departments.

But the judges rejected the calls for punitive damages based on claims that the UK

government had deliberately set out to harm the interests of the Spanish fleet.

The government is considering whether to mount an appeal against the ruling, the solicitor general, Lord Falconer QC, told the court.

Mr Jim Portus, chief executive of the South Western Fish Producers organisation, said: "They've had the fish, now to rub salt into the wound they will be entitled to compensation. These vessels - and they're very big boats - have taken a heck of a lot of our fish. I'm just pleased that the high court at least denied them the right to exemplary damages. The government in the past did what was right and best for our country."

However, a spokesman for the Spanish trawler owners association in Vigo, north west Spain, welcomed the ruling: "It is the principle that matters. The actual compensation is less important. This is a very positive development and we are very pleased."

CONTENTS

NEWS: EUROPE

Madrid's textbook approach is seen as a model for other governments

Spain's sell-off policy pays dividends

By Tom Burns in Madrid

Earlier this week, Spain's integrated steel group CSI and its aluminium producer, Inespal, were sold on exactly the same day. That, in itself, was a coincidence; but there was nothing fortuitous about the policy guiding the disposal of the two state-owned companies.

Spain's centre-right government has shown textbook correctness in its approach to deregulation and privatisation. Barely a year since it took office, it is already gaining the fruits of a sensible approach on both fronts.

"A lot of governments could learn from the way Spain has rid itself of state assets that most people thought were impossible to sell," says Mr David Robinson, chief executive in Madrid.

El-Aquitaine, is telling. The market disposals of Telefónica and of Repsol, which were already listed, presented no problems, and no foreseeable difficulties exist over the sale of about half the Spanish state's 65 per cent stake in the power group Endesa after the summer. Selling off companies in difficult sectors such as steel and aluminium, however, requires foresight as well as free-market zeal.

What impressed analysts about the part sale of CSI Corporación Siderurgica to Arbed of Luxembourg was that the government preferred to enhance the value of the steel producer to receiving cash upfront from the disposal. What they liked about the purchase by Alcoa, the US aluminium producer, of Inespal was that it had

been made possible by prior regulatory changes in the electricity sector.

CSI was launched two years ago as the corporate umbrella for the streamlined rump of Endesa and Altos Hornos de Vizcaya, the two main domestic steel producers. In order to stem losses, the government pumped in Pta877bn (\$4.4bn) and axed nearly half CSI's 22,000 labour force.

Inespal dates from the mid-1980s, when the government brought together assets that previously belonged to Alcan of Canada and to France's Pechiney under the umbrella of a single state-controlled group. Public funds totalling Pta47bn were spent to improve the group's rolling and other downstream activities, and a redundancy pro-

gramme brought the 8,000-strong labour force down to 4,700 at a cost of some Pta25bn.

At the start of this year, the government invited bids for a 35 per cent stake in CSI from half a dozen global steel producers. It identified Alcoa as the best candidate to take over Inespal.

Usinor of France bid Pta105bn for the CSI stake, but the government preferred a carefully crafted share swap and merger deal offered by Luxembourg's Arbed group that allowed the Spanish steel producer to take equity stakes in Arbed's global business. Later this year, the government will fully privatise CSI through a market disposal and, thanks to the Arbed arrangement, which gives Arbed-CSI the largest combined output in

Europe after British Steel, CSI is likely to have a strong investor appeal.

The breakthrough for the sale of Inespal was the introduction by the government of an electricity protocol that will liberalise the power sector and significantly reduce energy costs for large industrial users, such as Inespal, that have had to rely on subsidised electricity tariffs to be competitive.

The deregulatory move allows Inespal, which has annual electricity costs of some \$200m, the freedom to establish, through tenders, long-term, low-cost power supplies with generators. Had the government not moved fast to liberalise the electricity sector, it is doubtful whether it could have sold off Inespal.

Russian telecoms sale sparks rancorous row in Moscow

By John Thornhill
in Moscow

A full-scale media war erupted in Moscow yesterday between some of Russia's most powerful business leaders as allegations flew about shady practices surrounding last week's \$1.9bn auction for Svyazinvest, the telecommunications holding company.

The dispute, one of the most rancorous since President Boris Yeltsin's re-election last year, appeared rapidly to be acquiring broader political dimensions, and could lead to the departure of government ministers.

Much of the criticism has been targeted at Mr Boris Berezovsky, deputy head of the security council and former head of the Logovaz business empire, who appears to have hacked a vicious media campaign against other government officials.

A senior Kremlin official said the government might

be forced to review Mr Berezovsky's government post and his shareholding in ORT, the main television channel in which the government has a 51 per cent stake.

"It is somewhat extraordinary that a government-controlled television station could be manipulated to take the positions it has taken," the official said. ORT has been particularly outspoken in its attacks on the outcome of the Svyazinvest auction.

Mr Vladimir Potanin, head of the Oneximbank business group which won the Svyazinvest stake, yesterday alleged Mr Berezovsky and Mr Vladimir Gusinsky, who heads the Most media group, had attempted to fix the auction. All three businessmen had previously worked closely together, as part of a group of seven bankers who financed President Yeltsin's re-election campaign.

Mr Potanin said that on the eve of the auction all three businessmen had

flew to France - where Mr Anatoly Chubais, the first deputy prime minister, was holidaying - to see if they could reach a compromise deal over Svyazinvest.

Mr Potanin said he fully supported Mr Chubais's decision that a free and competitive auction should go ahead, against the wishes of the other two businessmen. Oneximbank subsequently won the auction with a \$1.9bn bid, beating the only rival offer of \$1.7bn.

Mr Gusinsky hit back at Mr Potanin, saying Most had no involvement in the Svyazinvest bid. "Mr Potanin's contention that I supposedly offered Oneximbank some sort of behind-the-scenes understanding on the preparation of the Svyazinvest tender are a lie," he said in a statement.

"We do not know and do not use the methods of collusion which Mr Potanin appears to have mastered to perfection," he said.

But a spokesman for Mr

Gusinsky refused to deny that he had attended the meeting in France. Telefónica, the Spanish telecommunications group which was part of the losing consortium, has also confirmed that Most was involved in the bid for Svyazinvest.

According to Obshchaya Gazeta, a relatively independent newspaper, Mr Chubais again met Mr Gusinsky and Mr Berezovsky in Moscow on Monday to discuss the outcome of the auction. But the meeting led to a furious row and mutual threats, the newspaper reported.

Mr Potanin said his winning consortium would hold its shares in Svyazinvest for at least two years and attempt to attract new investment into its daughter companies. The main financing for the bid came from Mr George Soros, the international financier, MPK Renaissance, an Oneximbank offshoot, Deutsche Morgan Grenfell, and Morgan Stanley Asset Management.



Victor's smile. Vladimir Potanin's Oneximbank won the auction for Svyazinvest

Dublin dips a toe in the privatisation pool

Ireland looks as if it is about to put aside its long-standing opposition to state sell-offs.

No one expects that the Fianna Fail-led minority coalition is about to adopt a Thatcherite crusade to roll back the state. But bankers are preparing for a series of small-scale privatisations, driven by the pressure of competition and the need in the utilities sector to meet the liberalisation directives of the European Commission.

In the next couple of months, Mr Charlie McCreevy, the finance minister, wants to conclude the sale of Ireland's Trustee Savings Bank, raising as much £1130m (\$190m) for the government.

Both the Industrial Credit Corporation, which was set up to help small indigenous

companies, and the Agricultural Credit Corporation are being considered for disposal. Both state-owned banks have outgrown their original purposes, but lack the scale to compete with the bigger banks - Bank of Ireland and Allied Irish Banks.

Separately, Aer Lingus, the state airline, has been told it has to present proposals to take a strategic partner by the end of the year. A discussion paper suggesting ways to open the electricity market to provide competition for the Electricity Supply Board is being circulated between the responsible ministries.

The state sector is relatively large in Ireland, accounting for 10 per cent of gross national product and 7 per cent of employment. The

government has a significant presence in the energy, transport and telecommunications sectors, where it has 11 companies with assets of almost £25bn, and operating profits of £140m in 1995. Net

pened in the UK in the 1980s.

But in an attempt to prepare itself for EU competition in the domestic market, Telecom Eireann, the telecommunications company, has sold a 20 per cent

stake to a Dutch-Swedish consortium. TE says a public offering may be made alongside a sale of a further 15 per cent as part of the option agreed with its foreign partners.

However, the unions are likely to resist further erosion of state control.

One of the biggest losers

shareholders, the Cork-based Irish

Steel company, was sold in 1995 to Ispat, the Indian group - the only route open to the company once Busse had blocked additional state aid.

The only wholesale public

offerings to date have been

the flotation of Irish Life and

Greencore, the state sugar

company - and both were

driven by the companies

themselves.

The original plan for the

TSB was to merge it with

ACC and ICC. Creating a

"third banking force" to

rival Bank of Ireland and

AIB, which together account

for 80 per cent of banking

assets. That rationale no longer applies, with building

societies increasingly offer

ing general banking services

in competition to the big

banks.

Both National Irish Bank,

the subsidiary of National Australia Bank, and Ulster Bank, part of the NatWest group, have put in formal state aid.

How far the government will press state sales in other areas is hard to tell. Ms Mary O'Rourke, the minister in charge, has already intervened in support of the unions in a dispute at Bus Eireann, the state bus company.

Perhaps the most telling sign of the government's continued ambivalence towards selling state assets is the change of name of the ministry involved. Mrs O'Rourke now heads a department for public enterprises, successor to the admittedly long-winded ministry of transport, energy and telecommunications.

The main thrust of the treaty, which widens the scope

of the 1992 Maastricht Treaty, includes moves towards a common immigration policy, a more unified foreign and security stance and an attempt to co-ordinate the fight against unemployment across the EU. Denmark secured an opt-out from common security and justice policies.

Mr Poul Nyrup Rasmussen, Denmark's prime minister, has said he will ask Danes to vote on the Amsterdam Treaty changes early next year.

Reuter, Copenhagen

SLOVENIA

Foreign minister resigns

Mr Zoran Thaler, Slovenia's foreign minister, resigned yesterday amid mounting opposition criticism of his management of the country's accession negotiations with the European Union. He had held the post since the formation of the government last February.

"With my resignation, I want to draw attention to the need for national unity in order to place Slovenia in the safe and developed part of Europe," Mr Thaler said. The opposition Social Democrats had attacked Mr Thaler for his role in negotiating the terms on which Slovenia was invited to start membership talks with the EU. These terms required changes to Slovenia's constitution that granted property ownership rights to foreigners.

The foreign minister resigned shortly after the opposition called for a parliamentary debate on the effectiveness of the centre-left Liberal Democratic government, led by Mr Janez Drnovsek, the prime minister. The debate will probably be held in September.

Matjaž Vugrinec, London and Jack Grieshaber, Ljubljana

KURDISH CONFLICT

Thousands flee war

Mr Bülent Ecevit, Turkey's deputy prime minister, said yesterday that 370,000 people had fled a 12-year-old conflict between security forces and Kurdish guerrillas in the south-east.

"Because of terrorism, 9,185 villages have been emptied and 370,000 of our citizens have been forced to migrate," he said during a visit to the Istanbul stock exchange. Human rights group says Turkish security forces cleared the villages forcibly to deny Kurdish Workers Party (PKK) rebels food and shelter. The government says rebel violence and poor economic conditions spawned the migration. "Of our schools, 2,016 have been closed, leaving 17,000 young people without any education and a shortfall of 7,750 teachers," said Mr Bülent Gürsoy.

Both sides have killed dozens of Turkish teachers whom they accuse of indoctrinating Kurdish children.

Conflict between security forces and the rebels, seeking independence or autonomy in the mainly-Kurdish south-east, broke out in 1984. Since then more than 26,000 people have died and the mountainous region has fallen behind the rest of the country in terms of economic and social development.

Reuter, Ankara

EUROPEAN NEWS DIGEST

French jobless rate rises

French unemployment rose sharply for a second consecutive month in June, increasing pressure on the Socialist-led government to secure quick results from its promised job creation programme.

The number of people out of work in the month rose by 17,400, or 0.6 per cent, to 3.13m, according to yesterday's labour ministry figures. This in turn pushed the unemployment rate, based on International Labour Office criteria, from 12.5 to 12.6 per cent.

The June increase followed an even sharper 1.1 per cent rise in May, and brought to nearly 50,000 the cumulative rise in the number of jobless over the past two months.

Trade unions called for corrective action with the pro-Communist CGT saying yesterday's figures showed the need for "rapid measures to reverse the current trend durably and profoundly".

David Owen, Paris

CYPRUS

Leaders to hold more talks

Leaders of the Greek and Turkish Cypriot communities met again yesterday for their second encounter this week, ostensibly to discuss "humanitarian issues", at the residence of the United Nations representative on Cyprus.

This is the third time in a month that President Glafcos Clerides, leader of the Greek Cypriot government, and Mr Rauf Denktash, the Turkish Cypriot leader, have seen each other after a break of three years. Western diplomats hope that combined US and European Union pressure is helping to close the gap between the two communities, divided since 1974 when the Turkish army invaded Cyprus after a short-lived pro-Greek coup. After the meeting it was announced that Mr Clerides and Mr Denktash would continue discussions, particularly on the fate of hundreds of people missing since the 1974 invasion. They are due to continue talks in Switzerland later this month.

However, Mr Denktash has warned that he might stay away from the next round of talks in protest at the European Union's decision to reject Turkey's membership application and to begin accession talks next year with the Greek Cypriot government.

John Barham, Ankara

GERMAN FLOODS

Soldiers fight to shore up dyke

Thousands of German soldiers worked furiously yesterday to prevent a damaged dyke on the River Oder from bursting open and unleashing a flood.

Helicopters dumped five-tonne sacks of sand at the foot of the dyke near Hohenwutzen to reinforce two areas where foundations had cracked under the weight of two weeks of floods, threatening to burst completely.

Should the dyke break, local officials said a wall of water several metres high would rush into the fertile Oderbruch basin, filling a 250 sq km area within hours until coming up against a wall of secondary dykes.

Nearly two dozen villages would initially be engulfed and, if the second line of dykes failed, the tide could flow southward through the rest of the Oderbruch valley some 17km to the larger towns of Wriezen and Bad Freienwalde. Around 10,000 residents of the Oder valley region on Germany's border with Poland were evacuated late on Wednesday, after the dyke at Hohenwutzen threatened to give way.

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Grain production, Page 38

AMSTERDAM TREATY

Danes show mixed feelings

The latest Danish opinion poll on the European Union's Amsterdam Treaty showed that half the sample were unsure about how they would vote if a referendum were held now. However, supporters narrowly outnumbered

opponents. The survey, conducted by the Green's polling unit and published in the financial daily Borsen yesterday, showed that 49 per cent were unsure whether they would vote to accept the treaty agreed at the EU summit in Amsterdam in June. While 29 per cent said they would accept it, 22 per cent said they would vote against the treaty to foster closer ties within the 15-country Union.

The main thrust of the treaty, which widens the scope of the 1992 Maastricht Treaty, includes moves towards a common immigration policy, a more unified foreign and security stance and

Early Crédit Lyonnais recapitalisation ruled out

By Andrew Jack in Paris

The French government yesterday submitted its long-overdue report on Crédit Lyonnais to the European Commission, while ruling out any recapitalisation of the state-owned banking group "in the near future".

Officials stressed that the report, which was originally demanded by Brussels seven months ago as a condition for approving a new rescue plan for the bank, contained no reference to its possible privatisation.

That comes in spite of assurances by Mr Jean Arthuis, the former centre-right economics minister, that Crédit Lyonnais would be sold off "as soon as possible", perhaps during 1998.

Mr Dominique Strauss-Kahn, the new economics, finance and industry minister, hinted in a recent interview that restructuring agreements already made with the European Commission

French government submits report on state-owned bank group to while at pains to stress document contains no reference to possible

European Commission
privatisation

including that for Crédit Lyonnais - could be renegotiated now that France's Socialist party had come to power.

The plan contains details of Crédit Lyonnais' business plan over the next several years.

This includes its intention to sell off some of its international activities to focus on corporate clients and to meet previous conditions laid down by Brussels

in exchange for a FFr50bn (\$8.1bn) of state aid already approved.

The plan also stressed the need for additional turnaround measures designed to reduce its operating costs and to improve profits.

It also calls for the "neutralisation" of a punitive loan which the bank was forced to make in 1995 under a previous rescue plan

in order to finance a transfer and eventual sale of 200bn in assets and investments.

Although there are detailed projections of the bank's future financial performance, there is no allocation provided for additional money injected by the state, which officials believe is no longer necessary in view of increasing profitability at the bank.

By contrast, officials said that the new plan maintains the requirement imposed by previous French governments for Crédit Lyonnais to pay a special dividend on future profits to the state in addition to taxes, in order to compensate for the aid provided up till now.

It was required to accept below market interest rates on the loan, significantly below the financing

costs of the money, which imposed a large additional burden on the bank at a time when it was attempting to restructure its operations and return to profitability.

Brussels will now consider the new report to determine whether or not they agree with the cancellation of the loan and any other modifications to the original 1995 restructuring agreement.

This may lead to a decision in time to reflect changes for Crédit Lyonnais' first half results for 1996, due to be published in the autumn.

Enel chief refuses to buy surplus power

By Paul Betts in Milan

True to his sobriquet of "Kaiser Franz", Mr Franco Tato, chief executive of Italy's giant state electric utility, has unleashed a war against the country's independent electricity producers by stopping Enel's purchases of surplus power generated by these smaller companies.

The controversial move, which is embarrassing the Italian government, is part of the intense manoeuvring currently taking place in the Italian electricity industry ahead of the liberalisation of the national market and the privatisation of Enel. Mr Pierluigi Bersani, the industry minister, and Italy's electricity regulator have attempted this week to negotiate a compromise between Enel and the independent producers. But neither has succeeded in defusing the row.

The independent producers, including Edison, part of the Montedison-Compagni group, and Sondel, controlled by the Falck family, have accused Enel of breaching a 1991 agreement whereby they claim the state utility is under an obligation to acquire surplus power generated by these companies. Enel argues it is under no such obligation. It says that it must increasingly adapt its activities and struc-

tures to open market conditions, in order to prepare for the liberalisation of the Italian market in 1999 and the company's privatisation, due at some stage next year.

Enel supplies 84 per cent of domestic demand and, under Italy's complex electricity regulations, buys the rest from independent producers at an inflated price.

Under the European Union's liberalisation programme, the state monopoly will have to open 30 per cent of its market to competition in 1999.

Although Enel has agreed to honour its contractual obligations with the independent producers, it now refuses to buy their surplus production at a price fixed at L104 per kWh, or nearly double the cost of its own production of L55 per kWh and three times the cost of the open spot market.

Enel last year bought at inflated prices about 4,750m kWh of surplus electricity produced by independents for around L500m.

Mr Tato halted these purchases after the electricity regulator decided to reduce by around L600m (\$335m) the annual compensation it receives from the government for highly priced electricity supplied under a long-term contract with Électricité de France, the French state utility.

Italy negotiated 10 years ago with France an expen-

FDA should have greater regulatory authority, says American Medical Association

Medical group welcomes tobacco deal

By Heather Bourbeau and
Bruce Clark in Washington

The American Medical Association broadly endorsed the \$368.5m settlement with the US tobacco industry yesterday but called for wide-ranging modifications to meet the objections of public health advocates.

A report by the AMA, one of the country's most influential professional organisations, said the Food and Drug Administration should have greater authority to regulate

tobacco than is laid down by the deal, which limits the industry's exposure to liability claims in return for payments of \$368.5m over 25 years.

The AMA called for an increase in the financial penalty which the industry would have to pay if targets for reducing the number of under-age smokers were not met. It said restrictions on advertising should apply to all publications, not just those aimed at children. The price of cigarettes should be raised by \$1 instead of the pro-

posed 62 cent increase, it added. The association, striking a more positive note than several other commentators in the medical world, described the settlement as a "powerful tool to discourage smoking" - with many useful aspects, such as funding for public health programmes. It also welcomed the establishment of standards for second-hand smoke. Dr Richard Corlin, an AMA spokesman, said the settlement "deserves to be passed by Congress and put into law".

The AMA accepted one of the settlement's most controversial features - its 12-year moratorium on the prohibition of tobacco products and on the elimination of nicotine. Opponents of the moratorium include the American Lung Association, the American Cancer Society, Mr David Kessler, former US commissioner for food and drugs, and Mr Everett Koop, former US surgeon general. This week Mr Kessler and Mr Koop urged Congress to reject the settlement and draft legislation that would not

give so many concessions to companies.

The tobacco deal would settle law suits by 39 states as well as 17 class action suits. Some of the state attorneys-general which negotiated it have described the stance of public health campaigners as unrealistically tough.

The Clinton administration has said it will only back a settlement that had the support of key public health groups. The AMA presented its recommendations to the White House yesterday.

Political upheavals stir Mexican business

Unpopular sales tax set to trigger first big clash in new-look Congress, writes Leslie Crawford

A rowdy crowd chanting "Ortiz, Ortiz, bring down VAT" greeted Mr Guillermo Ortiz, Mexico's finance minister, when he arrived earlier this week at the Guelaguetza festival, two riotous days of drumming and dancing in the western state of Oaxaca.

The chorus caught Mr Ortiz off guard. He had not expected to be assailed over economic policy during a colourful festival, and few heard his attempt to defend Mexico's 15 per cent sales tax.

At the finance ministry, however, many officials took the Guelaguetza incident as a harbinger of things to come.

Last month's landmark midterm elections, in which the Institutional Revolutionary Party (PRI) lost control of Congress for the first time in 68 years, have thrust economic debate from the confines of cabinet meetings into forums such as the festival in Oaxaca.

Opposition parties have seized on the PRI's disarray to challenge the government's austerity programme, and have launched their first salvo against Mexico's unpopular value added tax, which Mr Ortiz raised from 10 to 15 per cent during the mid-1990s.

The conservative National Action party (PAN) and left-wing Revolutionary Democratic party (PRD) have joined forces to call for a

"We have to start defending what we believe in. Mexico must not regress... We have to defend the market economy".

Eduardo Bours, Co-ordinating Businessmen's Council chief

reduction in VAT. Since the two parties will together command a majority of seats in the new Chamber of Deputies, the battle over the sales tax promises to be the first big clash in Congress when it convenes in September.

The dramatic results of the July elections, and the ensuing attacks on Mr Ortiz' economic policies, have woken Mexico's dominant business associations with a jolt.

Businessmen are particularly alarmed by the electoral success of the PRD, which will be the second largest force in Congress after the PRI and which has voted against every economic reform implemented by PRI governments since the mid-1990s.

"In the past, all negotiations were conducted within the PRI," says Mr Eduardo Bours, an energetic 40-year-old industrialist from the northern state of Sonora

who leads the Co-ordinating Businessmen's Council. "With a more plural Congress, we will have to interact with legislators more extensively."

Mr Bours, like many of his peers, read the election results as a rejection of President Ernesto Zedillo's free-market policies, and he is preparing to do battle in their defence.

"We have to start defending what we believe in," Mr Bours says.

"Mexico must not regress to the days of statism, closed borders and fiscal deficits. We have to defend the market economy and convince Mexicans there are no short cuts to prosperity."

To do so, Mr Bours is planning to give the council, which groups more than 800 employers' organisations, a higher profile than it has had to date. Given the number of executives who have swelled the ranks of the opposition, Mr Bours also

promises to re-examine the cosy relationship between business leaders and PRI governments.

"We must be apolitical," he says.

Mr Bours' independence and negotiating mettle will be tested shortly, in the course of talks with finance ministry officials on fiscal reform.

They will begin meeting twice a week this month in an attempt to hammer out "a more equitable, transparent and efficient tax regime" to be implemented as early as next year.

Mr Bours would like to see a simplification of the tax code, tax breaks to encourage job creation and investment, and a bigger government effort to bring more Mexicans into the tax bracket. At present only 13m wage-earners out of an economically active population of 35m pay taxes in Mexico.

Government officials, however, say tax cuts are not on the agenda. "Our priority is to instil a tax-paying culture in Mexico and find more efficient ways to crack down on evasion," says Mr Tomás Ruiz, chief inspector of taxes.

Mr Bours prefers to reserve his opinion on the clamour to bring down VAT. "We know it is important for the government to maintain sound public finances," he says. "What is under discussion is the best way to maintain that equilibrium."

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Call to scrap Finland's state Alko monopoly

By Greg McIvor
in Stockholm

Earlier this year, it said Sweden's state alcohol retail monopoly hindered the free flow of goods, and was therefore illegal. A final ruling is expected this autumn. Should it go against the Swedish government, Finland could find itself forced to scrap its monopoly.

This could pave the way for grocery stores to sell liquor, but suppliers say it would have little impact on them because Alko's purchasing is already open to free competition.

Like its Nordic neighbours, Sweden and Norway, Finland has long regarded a state retail monopoly on liquor and wine sales as essential to combat a tradition of heavy drinking.

Alcohol abuse is seen in Finland as the nation's biggest social problem. Mr Kari Paaso, a senior Finnish social affairs and health ministry official, said there were no plans to abandon the monopoly. He stressed that Finland had negotiated an exemption with the European Commission, when it joined the European Union in 1995, which allowed Alko's retail monopoly to continue. Finland has, however, agreed to end by 2004 special restrictions on private alcohol imports from other EU states.

AMERICAS NEWS DIGEST

SEC relaxes investment rules

The US Securities and Exchange Commission yesterday relaxed the rules restricting the right of investment funds to buy securities through offerings underwritten by their own affiliates.

The proportion of such offerings which investment companies may buy was raised from 4 per cent to 25 per cent, higher than the 10 per cent mooted by the SEC last year but still lower than some funds would like.

Yesterday's change will also make it easier for US investment funds to buy securities in foreign offerings, as long as there is proper regulation and financial disclosure in the home country, or in private, unregistered offerings.

Restrictions on the purchase of stock underwritten by one's own associates were designed to deter investment companies from dumping securities that would otherwise be unmarketable in mutual funds. Mr Arthur Levitt, SEC chairman, yesterday said that principle remained as important as ever, and it would be preserved under the new rules. "Protecting investors from this type of over-reaching by fund affiliates is, and should always remain, a core principle of the Investment Company Act," he told an SEC hearing. But raising the ceiling to 25 per cent would strike a proper balance between the protection of investors and "providing funds with some much-needed flexibility".

Bruce Clark, Washington

BUSINESS LOANS

Peruvian bank launched

Mibanco, a new Peruvian bank which will provide loans for small and micro-entrepreneurs, was formally launched at a ceremony in Lima yesterday. Although it is an initiative of the Fujimori administration, Mibanco's capital will come exclusively from the private sector.

The principal shareholder is Action International of the US through its newly created Peruvian subsidiary, Accion Comunitaria del Peru. In turn Action International's chief associates are Kohlberg Kravis Roberts, J.P. Morgan, Lehman Brothers, Morgan Trust and the IFC, the World Bank's private lending agency.

Mibanco draws on the experiences of successful operations in Bangladesh and Bolivia. It expects to start operating by the end of the year with capital in excess of \$16m. Loans will range up to \$5,000. Sally Bowen, Lima

PETROL PRICES

Venezuelan strike call

The Venezuelan government next week faces a wave of strikes after increasing petrol prices by an average 27 per cent yesterday. The CTV labour confederation called a nationwide strike for Wednesday, while several other unions are planning work stoppages for next week. Mr Carlos Navarro, secretary-general of the CTV, said the strike was a response not only to the petrol price adjustment but also to the private sector's refusal to increase wages as agreed in a three-way accord with the labour and the government earlier this year.

The Chamber of Commerce insists that 90 per cent of private sector companies have already increased their wages in recent months. Yet Mr Luis Raul Matos Azocar, finance minister, said labour's demands were justified and that the wage accord ought to be respected. Petrol prices are a sensitive issue in oil-rich Venezuela, where motorists have long been accustomed to highly subsidised petrol.

Raymond Collett, Caracas

NEWS: INTERNATIONAL

Shake-up brewing for SA police force

Mark Ashurst on the background and hard-hitting management style of the new chief executive

Mr Meyer Kahn, who today steps down as chairman of South African Breweries to take up a new job as chief executive of the country's beleaguered police force, has a knack for distilling complex issues into one-liners.

Among the aphorisms his colleagues have learned by rote, one is particularly appropriate to the war against the national crime epidemic: "Only a fool takes a knife to a gunfight."

The hard-hitting management style for which Mr Kahn is renowned in corporate South Africa has paid dividends at SAB. Under his chairmanship, the company has broken into new markets in Africa, eastern Europe and China, and evolved into the world's fourth largest brewer.

On the strength of that reputation, his appointment as the first civilian head of the police force has been widely applauded in business circles, where the 58-year-old industrialist has a record of standing up to politicians.

One of these, Mr Cyril Ramaphosa, who quit parliament to pursue a business career last year, will take up the reins as acting non-executive chairman of SAB during his absence.

Mr Kahn was prominent in last year's brawl between big business and the government over economic policy.

Mr Sayegh on Wednesday

when he urged more rapid liberalisation of the economy and drastic measures to restore law and order. His new job, said Mr Tokyo Sexwale, premier of Gauteng, the country's most crime-ridden province, is "an opportunity for business in South Africa to show they are not just armchair critics".

The son of Lithuanian emigrants, Mr Kahn was born and raised in Brits, a provincial town in the rural north-west.

Absenteeism and suicides have spiralled to record levels

His humble background has since become a hallmark of his management, earning him the nickname "the boyboy (boy) from Brits" in company boardrooms. As the first Jew to head the police, this unaffected style may bolster his credibility in a force with a long record of anti-Semitism.

Mr Kahn will take over responsibility for administration, personnel and resources from Mr George Fivaz, the national police commissioner, who admits the organisation is in disarray. A recent internal survey found 68 per cent of officers said police management had "no clue" about conditions

on the ground. Levels of absenteeism and suicides have spiralled to record levels, about 10,000 personnel daily stay away from work, and fewer than 30 per cent of staff are engaged in active policing.

In such fertile conditions, organised crime has mushroomed to the third highest level in the world after Colombia and Russia. The increase has been exacerbated by turmoil in the nominally self-governing homeland police forces set up under apartheid.

"We've inherited a system

geared towards locking up people like me, a political tool trained in the administration of racism," said Mr Sexwale, who served time with President Nelson Mandela on Robben Island. But he insisted the level of public distress is an encouraging symptom: "We are not like Colombia where people have given up on the police. Here there is a national outcry."

While many of the current problems are rooted in the past, they have been compounded by rising crime and political pressure for a rapid transformation. "Our officials are still uncertain about their functions, and about what is happening in the country," said Mr Fivaz, whose future role will be confined to day-to-day policing and crime prevention.

Their concern is shared by many businessmen, who have blamed the crisis on a dearth of management expertise. The South African police is highly staffed by comparison with most developed countries, and commands greater resources than its African neighbours. But organisational skills are thin on the ground. Colleagues say Mr Kahn will carry his personal mantra from the SAB boardroom to the police headquarters in Pretoria: "Business is a wheelbarrow. If you don't push it, it stops."

This diagnosis has already

been tested by McKinsey,

the management consultants, who have worked on a

voluntary basis with the



Meyer Kahn: 'Only a fool takes a knife to a gunfight'

country's 100 most needy police stations during the past year.

Their project has made a small dent in the crime rate. At Port Shepstone in Kwa-Zulu-Natal, close monitoring of detectives and improved administration has contributed to a 6 per cent improvement in the rate of convictions and a 28 per cent drop in serious crimes.

Elsewhere, results have been mixed. Superintendent Samson Matlala, who runs the police station at Duduza township outside Pretoria, says McKinsey's involvement helped his office acquire a new telephone line and fax machine.

But Duduza's first computer remained in its packaging a month after delivery to the station - and there has been no evidence of a reduction in crime.

"It may be true that there are enough resources in the police already," said Ms Judy Wade, a partner at McKinsey in Johannesburg, "but it will take at least two or three years to re-allocate them. In the meantime, there's a war out there."

The statistics bear witness: last year there were more than 25,000 murders, a rate of three per hour, and 50,000 rapes. More than 617,000 criminal cases were solved.

Until recently, police work was further frustrated by a three year moratorium on new recruits. But Mr Kahn's appointment appears to have coincided with a change of heart by the government. In May this year, ministers lifted the ban and announced a R1.2bn (\$62m) programme to boost efficiency in the criminal justice system. In doing so, they placed the onus firmly on Mr Kahn to repair the other half of the criminal justice system - the police force.

That task has already spawned a new batch of one-liners. "It's like driving a car along a motorway at 150 kilometres an hour," says Ms Wade, "and trying to rebuild the engine at the same time."

INTERNATIONAL NEWS DIGEST

Arafat urged to dissolve cabinet

The Palestinian legislative council yesterday adopted a resolution calling on Mr Yassir Arafat, the Palestinian leader, to dissolve his cabinet by next month in response to findings of corruption in his self-rule government. "We are giving him until September to make the necessary changes," said Mr Ahmad Qorei (Abu A'laa), speaker of the PLC. The 88-member council voted 56-4 in favour of a resolution demanding "the dissolution of the Palestinian cabinet". The PLC has no legal power to enforce its decision.

The vote followed the release of a report earlier this week by a panel of Palestinian lawmakers, revealing widespread corruption and mismanagement of public funds in Mr Arafat's self-rule government. Several ministers were targeted by the report for alleged wrongdoing, including Mr Nabil Sha'ath, planning minister, and Mr Ali Qawasme, transport minister. Both denied any wrongdoing at yesterday's council session in Ramallah on the West Bank.

Avi Machlis, Jerusalem

■ PETROLEUM INVESTMENT

Apicorp plans expansion

Arab Petroleum Investments Corporation, the finance group owned by 10 Arab oil producers, is to expand its activities beyond the Middle East. Apicorp, which yesterday concluded its first borrowing in the euromarkets - a \$22m (1.55m) term loan - said it would support the growing trend for Arab oil producers to invest in refining and marketing assets in their main overseas markets.

Mr Nureddin Farrag, chief executive of the Saudi Arabian-based company, said it was prepared to provide loans or to take equity positions in downstream projects outside the Arab world, as long as such projects support the diversification efforts of the group's shareholders. Mr Farrag said Apicorp was likely to return to the international capital markets, including the bond market, for future finance.

Robert Corrane, London

■ ALGERIA

Journalists sentenced

An Algerian court has passed suspended jail sentences on an influential Algerian newspaper director and five other journalists for "prematurely" reporting the killing of five gendarmes in 1993. An Algiers court on Wednesday sentenced Mr Omar Belbouchet, director of El Watan, and Mr Nacer Benali who wrote the report, to six months' imprisonment. El Watan said yesterday.

Four other journalists working for the newspaper each received four-month terms. All sentences were suspended, the paper added. Mr Belbouchet's French-language newspaper, viewed as the best informed on security issues in the violence-ridden country, reported in January 1993 that an armed group had cut the throats of five gendarmes in Ksar El Hirane, in Laghouat province some 350 km south of Algiers.

And the staff members were charged with "premature publication" and other offences, including threatening state security. They were arrested and held for several days in Serkadj high security prison. El Watan was suspended for a week. Mr Belbouchet has been charged several times by Algerian authorities who have draconian powers over the media.

Reuter, Paris

NEWS: WORLD TRADE

US broadens probe over Saudi dissident

The US will gather evidence overseas against a Saudi dissident who pulled out of a deal to provide information about a 1996 bombing in Saudi Arabia. Ms Janet Reno, US attorney general, said yesterday. Reuter reports from Washington.

The dissident, Mr Hanif al-Sayegh, was indicted for conspiring during 1994 and 1995 to kill Americans residing in Saudi Arabia, charges unrelated to the 1996 truck bombing that killed 19 US servicemen.

Mr Sayegh on Wednesday

backed out of an earlier plea agreement in which he was to plead guilty to the conspiracy charge and co-operate with the US investigation of the bombing. He instead pleaded innocent.

The US will now focus its

attention on obtaining from overseas the necessary witnesses and the evidence to proceed to trial in this case," Ms Reno said at her weekly Justice Department news briefing.

"Additionally, we continue to pursue aggressively all

avenues of investigation relating to the bombing," Ms Reno said.

She declined comment on whether deporting Mr Sayegh to Saudi Arabia was an option. Mr Sayegh's lawyer has said he fears execution if he is returned to his homeland.

"No, that was carefully

reworded," she said. "Everybody worked together on that. And I don't find that they did anything that was inappropriate. In fact, their work has been excellent," she said.

■ Syrian president Hafez al-

Assad arrived in Tehran yesterday on his second visit to the Islamic republic since the 1979 revolution. Iran's official news agency IRNA said.

It said Mr Assad was greeted at Tehran airport by Iran's president Akbar Hashemi Rafsanjani.

"Key regional issues and developments, Tehran-Damascus relations and Zionist aggressions will be high on the agenda of... Assad's talks with Iranian officials," IRNA said in an earlier report from Damascus.

Mr Hassan Habibi, the Iranian vice-president, held talks in Damascus with his Syrian counterpart Mr Abdel-Halim Khaddam earlier in July on the subject of Turkish-Israeli military co-operation and also Ankara's military campaign in northern Iraq against the Kurds.

Syria and Iran, long-time allies who share borders with both Turkey and Iraq, have expressed concern after several agreements between the military establishments in Israel and Turkey.

Beijing 'running out of time'

Slow progress for China on WTO entry

By Frances Williams
in Geneva

The latest round of negotiations on China's accession to the World Trade Organisation has made some progress but trading partners yesterday expressed disappointment that the Beijing government had failed to produce a comprehensive offer to open its market for goods and services.

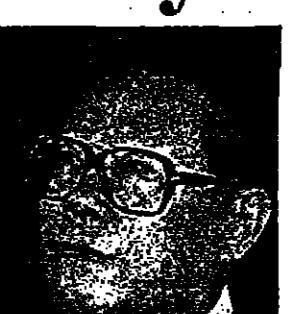
Trade diplomats said China was running out of time to have a negotiated package ready ahead of the summit between US president Bill Clinton and Chinese president Jiang Zemin, tentatively scheduled for October 28. Both sides had been hoping the summit would seal US approval of China's WTO bid, possibly by setting a target entry date for May next year when the WTO celebrates the 50th anniversary of the multilateral trading system.

Ms Charlene Barshefsky, US trade representative, is due to go to Beijing within the next few weeks to help pave the way for a successful summit. WTO declaration Prime Minister Ryutaro Hashimoto of Japan, who has been a prominent supporter of Chinese WTO entry, will also be in Beijing in September.

Mr Long Yungfu, China's chief WTO negotiator, said yesterday that China hoped to produce a wide-ranging offer on opening up its services sector by September, before WTO talks resume at the beginning of October.

Meanwhile, in a series of bilateral negotiations over the past week or so, China has made some further piecemeal concessions on tariffs and non-tariff measures for goods.

Import quotas for cars and minibuses will be eliminated over a maximum of eight years rather than 12 (down from the 15 years it first offered), though trading



China's president Jiang Zemin: summit with President Clinton in October

partners said this was still too long. Shorter phase-outs will apply to other goods, and China has said quotas for 66 items, including sugar, cigars, and some wool and cotton goods, will be abolished on accession.

China has also offered to cut some tariffs, for instance on chemicals and textiles, but over often long time periods. Its present tariff offer tabled last year involves a cut in average tariffs from 23 per cent now to 15 per cent by 2000.

In addition, Mr Long yesterday told an informal session of the WTO working party drafting China's entry terms that China would scrap all agricultural export subsidies on accession as an important concession.

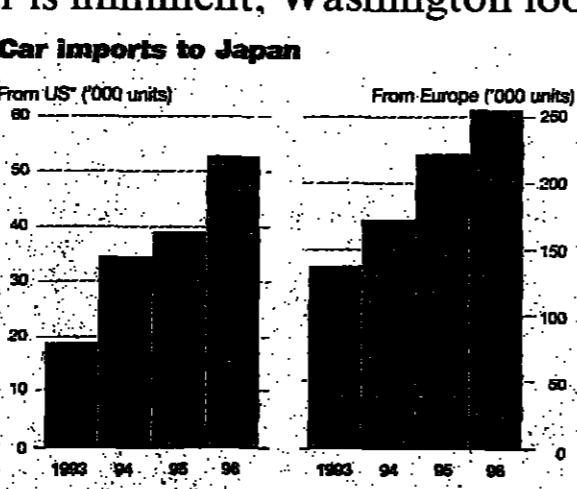
However, big problems remain over China's plant safety inspection rules which the US and other countries claim unfairly bar their products from the Chinese market.

More generally, the US, EU, Japan and others all complained yesterday it was impossible to assess the true value of China's concessions without a comprehensive written offer on the table.

US carmakers hammer on Japan's door

But if a trade war is imminent, Washington looks curiously unprepared, writes Bethan Hutton

Car imports to Japan



Figures from Japanese car manufacturers released this week showed their exports to the US growing at the fastest rate for more than a decade, at a time when US exports to Japan have slowed again.

The past few days have seen an exchange of pointed comments by diplomats, trade officials and carmakers on both sides of the Pacific, and the American Automobile Manufacturers' Association has asked for Japan's car market to be put on the "watch list" for bilateral negotiations and possible sanctions under the Super 301 trade law.

The main complaint is that despite Japan's commitment to opening up the market, US targets for building up dealership networks have not been met. The big three US carmakers wanted 200 dealerships in Japan by the end of 1996, but the total is still less than 130. The Japanese side argues that the figure of 200 is arbitrary and unrealistic.

Mr Takao Tominaga, vice-chairman of the Japan Auto-

mobile Manufacturers' Association, said yesterday that at least partly because of a tax increase which also hit domestic manufacturers' sales, and because of the weaker yen.

US imports have suffered more than European brands, which are better established in the Japanese market.

There is little sympathy for the AAMA's arguments in Tokyo. Both Japanese and European carmakers say Ford, Chrysler and GM are not selling more cars than they are approaching the market in the wrong way, with the wrong products, and expecting unrealis-

tic rapid progress.

"The big three, and their trade rep, still believe they can bludgeon their way into the market; they clearly cannot," said Mr Matthew Ruddick, car industry analyst at HSBC James Capel in Tokyo.

"I don't think they can in all honesty point to Japan and say they are getting a different deal from the Europeans," said Mr David Blume, vice-president of Rover Japan.

European importers found that building up dealerships was a slow

process of persuading individual dealers that selling imported cars could be profitable.

"This is not something the government can just mandate - it cannot order an independent businessman to risk his livelihood," Mr Blume added.

Dealers may be reluctant

to take on US products because they do not meet the rapidly shifting fashion demands of Japanese consumers.

"The big three are still focusing on selling sports coupes and sedans,

when the market has moved on," said Mr Ruddick.

Quality and reliability are key concerns with Japanese consumers, and, rightly or wrongly, they still see Amer-

ican cars as being more likely to break down.

Several high-profile recall programmes because of car defects have not helped. Ford yesterday issued a recall for more than 10,000 Taurus cars imported between 1988 and 1995, because of overheating problems.

It is difficult to sell cars in Japan purely and simply on price. You have to have something else: the aura of Rover Japan.

European importers

found that building up dealerships was a slow

process of persuading individual dealers that selling imported cars could be profitable.

NEWS: UK

Government confirms speeded-up timetable for City's move to single regulatory body

Insider appointed central bank deputy

By Robert Chote and John Gapper

Mr Gordon Brown, the chancellor of the exchequer, yesterday strengthened the position of Mr Eddie George, governor of the Bank of England - the UK central bank - by appointing a Bank insider as deputy governor responsible for monetary policy.

The appointment of Mr Mervyn King, an executive director at the Bank and its chief economist, could help to improve the at times stormy relations between the chancellor and the Bank since the government was elected in May.

The announcement of Mr King's

elevation was accompanied by confirmation of the appointment of Mr David Clementi, a vice-chairman of German investment bank Dresdner Kleinwort Benson, as the Bank's other deputy governor.

The government also confirmed that its move to put supervision of financial services under a single regulator would be speeded up.

Mr Brown welcomed a 21-page paper prepared by a taskforce of supervisors that sets out the founding principles and structure of Newro, which will become the main regulator in place of the Securities and Investments Board.

Mr Howard Davies will today

become chairman of SIB, vacating the job to be occupied by Mr Clementi in September. Mr Davies will switch to being chairman of Newro when the organisation is established later this year.

There had been speculation that the post to be occupied by Mr King was to go to Mr Gavyn Davies, chief economist at Goldman Sachs.

His appointment would have been seen as a blow to the authority of Mr George, fuelling speculation that Mr Gavyn Davies would take over as governor when Mr George's first five-year term of office expires next year.

However, Treasury aides said

yesterday that the appointment of Mr King did not mean that Mr George would automatically be re-appointed next year. The chancellor is to review the Bank's performance as an independent monetary authority before making a decision.

Mr King will take up his post once the Bank's newly-granted independence to set interest rates has been enshrined in legislation. He will remain on the monetary policy committee that now sets rates, where he will be joined by his as yet unnamed successor as chief economist. Mr King is admired both inside and outside the Bank as a highly proficient

economist, although some colleagues have found him difficult to work for. He is seen as relatively hawkish on interest rates.

Mr George, who was angered earlier this year when the chancellor told him that the Bank was to lose responsibility for banking supervision, welcomed the appointments.

The plan for the integration of financial supervision under Newro, prepared by regulators led by Sir Andrew Large in his last month as SIB chairman, envisages most of the staff of the body starting work in a single building next spring.

Lex, Page 12

An important step on road to revolution

By John Gapper, Banking Editor

The publication yesterday of a 21-page outline plan for a New Regulatory Organisation to supervise financial services is an important step on the road to a revolution, but still leaves big questions unanswered.

Mr Howard Davies, who heads the Securities and Investments Board and will lead Newro, said: "This is the tip of the iceberg."

Two key points of the paper are that the transition to the new body will be speeded up and Newro will adopt the principle of lead supervision. This means a single supervisor will coordinate its relations with each bank or broking firm.

The accelerated transition is partly a response to concerns expressed in the letter from Mr Gordon Brown, the chancellor of the exchequer, accepting the plan. He said it was vital there was no decline in the effectiveness of regulation during transition.

Although the new Financial Services Act, transferring the responsibility for City regulation to Newro, will only pass through parliament at the end of next year, most of the staff of the

self-regulatory organisations are to be employed centrally by Newro from next spring.

The adoption of the lead supervisor principle is a response to the difficulty of combining supervision of everything from unit trust management to insurance broking. Mr Davies said the success of Newro will depend on how well it can maintain this balancing act.

"There will be a person responsible for overall relations with an institution, and assessing its systems and controls," said Mr Davies. If this approach worked, it would be better than the current "queue of regulators looking at different parts of the business in an unco-ordinated way".

He added: "There will be no hiding place for the senior management of a bank when there are serious problems, but responsibilities will also sharpen in this organisation."

But there would be problems if the move meant that the specialist skills of regulators in life insurance, or option pricing were lost.

Sir Andrew Large, who was in charge of drawing up the plan, said that few other countries had yet gone this far in uniting different regulatory disciplines. "On the

In with the Newro, out with the old



Howard Davies
Head of financial markets regulation, replaces...

Phase 1:
Aug 1997 - Spring 1998
Newro checks and...
implementation planning

- Senior Newro executives appointed
- Objectives and regulatory approach agreed
- Consultation with industry and public on key issues, including ombudsman schemes, compensation and consumer and practitioner involvement
- Launch of Newro; the SIB renamed
- Appointment of some new board members

Phase 2:
Spring 1998 - Autumn 1998
Newro operational under...
final arrangements

- Supervision and surveillance division of the Bank of England integrated into the SIB
- SRO staff transferred to Newro
- Newro staff perform SRO authorisation, supervision and enforcement work
- Single point of entry for consumer enquiries and complaints introduced

Phase 3:
Autumn 1998 onwards
Newro fully operational

- Firms regulated by SROs, DTI, ESC and FSC transferred to Newro
- Final organisational structures for authorisation, supervision, enforcement, consumer relations and policy implemented
- Newro board becomes responsible for decisions on all regulated activities
- New ombudsman and compensation arrangements become operational
- Winding up of SROs commences



Sir Andrew Large
...outgoing chairman of the SIB

whole they seem envious of what we have been able to do," he said.

The paper's task is to set out its principles of regulation and the basic structure of the new organisation. It has adopted three "high level" aims: to protect financial services consumers; to promote clean and orderly markets; and to maintain confidence in the system.

The structure will, as expected, move away from that of the specialist industry groupings represented by the SROs to five functions: policy formation; authorisation and registration; investigations and discipline; relations with consumers; and the public; and supervision of institutions.

The divisions largely represent the split of functions in SROs dealing with big financial institutions. But the exception is the area of "relations with consumers". This is the closest the new structure comes to recognising a split between wholesale and retail financial services.

The plan envisages a single unit that would act as a point of entry for consumer inquiries and complaints. This would answer one of the most common criticisms of the current system - that a fragmentation of bodies confuses people and makes it hard for them to voice their complaints.

Yet on matters of detail such as how Newro will handle relations with the Bank of England, the UK central bank, the report is largely silent. There will be much more consultation and wrangling to come before the full outline of the new organisation can be viewed properly.

Royal Doulton, the fine china group, blamed the strength of sterling yesterday for 330 job losses at its headquarters in the north-west of England. The company said the surge in the value of the pound this year had hit sales to tourists in central London - particularly to Japanese customers - as well as exports. But it added that sterling was only one factor behind the job cuts among its 4,800-strong workforce in Stoke-on-Trent, where the company has based production for more than 200 years. The cuts form part of a wide-ranging review of the company's performance, which has suffered from a long-term trend

towards more informal dinnerware.

Royal Doulton is now considering further job cuts in its worldwide operations, which employ 7,000 staff. The company has recently opened a £15m (\$24.4m) manufacturing plant in Indonesia, employing 450 workers to produce low-cost dinnerware for supermarket chains in North America and the Far East.

Richard Wolfe

■ EMPLOYMENT

Fine china group sheds 330 jobs

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Richard Wolfe

■ FILMS

Funding rethink threatens projects

Some of the most ambitious plans to develop the British film industry could be under threat because of government plans to divert money from the National Lottery. Internal Arts Council memos suggest sharp reductions are likely to the sums available if the government develops a sixth "good cause" from the lottery proceeds. The arts benefit from one of the five existing causes. In January, estimates from the Department of Culture suggested the Arts Council should get £272m-£297m a year and a total of £816m-£891m over four years. In late June, when the new government's plans to divert £1bn to the sixth "good cause" became known, the department's estimates were reduced to £240m-£250m a year and £720m-£750m over four years.

Alice Rawsthorn

■ LEGAL PROFESSION

Joint venture for leading firms

Two of the world's leading international law firms are to establish a joint venture to provide English and US legal advice on international securities transactions. The move, announced yesterday by Simmons & Simmons of the UK and New York's Fried Frank Harris Shriver & Jacobson, took the legal world by surprise.

Mr Alan Morris, managing director of Simmons & Simmons, denied that setting up a joint international securities unit was a precursor to a merger between the two firms. "It's not being done with any intention to merge. But obviously the closer you get the more comfortable you feel about issues like that," he said. The venture was a response to increasing demand from global investment banks.

The unit which will be based in Simmons' London offices will share costs and profits and be able to call on the full resources of both law firms.

Robert Rice

■ SPENDING

Retailers say there is no boom

Retailers are insisting there is no boom on the high street, in direct contrast to recent government figures showing the strongest rise in consumer spending for almost 10 years as a result of some £35bn (\$57bn) in windfalls from savings and loans institutions which have demutualised. The British Retail Consortium, in a survey of more than 1,200 consumers, has found that less than 6 per cent of those who received shares from the demutualisations intend to spend their gains in the shops. Less than 1 per cent planned to spend the entire amount. Most planned to buy holidays or improve their homes.

Peggy Hollinger

Defence minister commits to Airbus transport

By George Parker, Political Correspondent

The government yesterday ended months of uncertainty in the aerospace industry, with a firm signal that it intends to buy 40-50 military transport aircraft from the European Airbus consortium.

Mr George Robertson, chief defence minister, said he was predisposed to buy

the Future Large Aircraft, in a £2bn (\$3.26bn) deal which would secure thousands of jobs in the UK and elsewhere in Europe.

The decision to issue a formal "request for proposals"

from Airbus Military Company delighted British Aerospace, which is expected to go ahead with its plan to build the wings for the aircraft, and Rolls-Royce, which is likely to provide the engines.

Michelangelo sale deals blow to auction market

By Paul Jeromack
in New York

Sotheby's in New York is to sell a previously lost work by Michelangelo which is a setback for the London auction market.

"Christ and the Samaritan Woman" was consigned to Sotheby's by the Martin Bodmer Foundation in Geneva, which acquired the drawing at a sale in Vienna in 1807.

London has traditionally been the centre of the old master drawings market.

Dealers argue the London

market's competitive position

is being undermined by

tax changes imposed by

the European Union. In 1995,

the UK was forced to levy

value added tax at 2.5 per cent on works of art imported from non-EU countries.

The levy, part of EU moves to harmonise VAT, is due to rise to 5 per cent in 1999.

This is lower than in other EU countries but it is still deterring some non-EU

European collectors from sending

works to London for sale.

Last year, such imports

fell from £10m (\$16.35m) to

about £600m.

One dealer in New York

said yesterday: "Most of the

big buyers of old master

drawings - the Metropolitan

Museum, the National Gallery

Washington - are in

Europe anyway."

If the EU is successful in

its efforts to raise taxes on

auction fees in the UK, the

entire London auction mar-

ket will be made increas-

ingly irrelevant."

Drawings by Michelangelo

will still appear at auction.

The last one in over 20 years

was "The Holy Family with

the young St John the Bap-

tist", sold at Christie's in

London in 1993 to the J.

Paul Getty museum for just

over £2m - a record for an

old master drawing.

Sotheby's would not

reveal its estimate on the

Bodmer drawing, to be sold

in January, although one

arts analyst said Sotheby's

had "nothing to worry

about". He said: "It doesn't

matter if it's not one of

Michelangelo's best draw-

in private
deal

need only hit

up sheds 330

threatens p

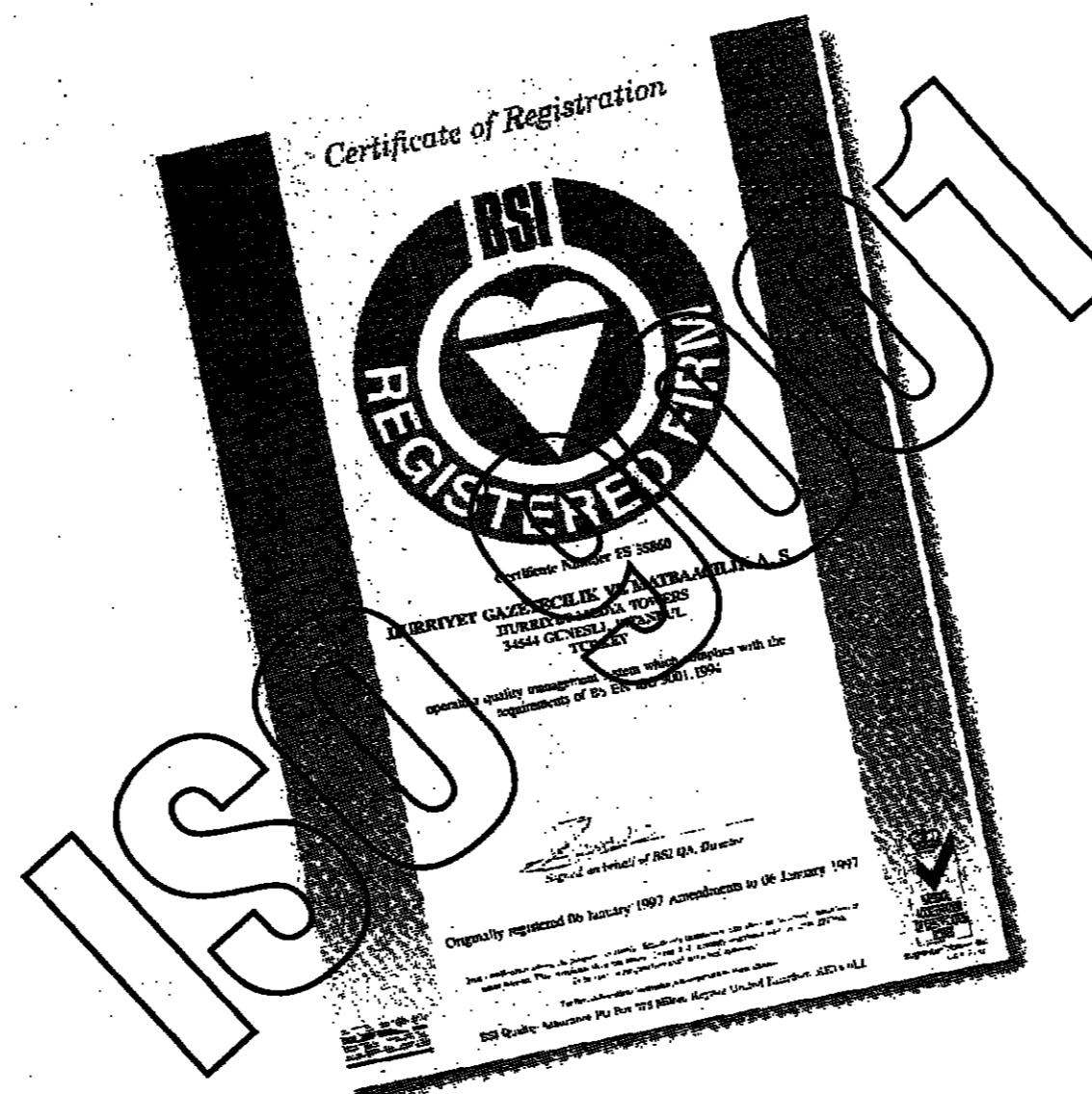
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is no book

itions

مجلة حرية

"Hürriyet is the first and only Turkish national newspaper to receive
the ISO 9001 certificate..."



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for it,
is what we do
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MANAGEMENT

The decision by SHL Group, one of the UK's main providers of psychometric tests, to float on the stock market is the latest indicator of growing interest by employers in using more formal recruitment and career development methods.

Founded in 1977 by two psychologists - Peter Saville, chairman and Roger Holdsworth, group managing director - SHL is expected to be valued at more than £100m when its shares are placed this autumn.

SHL has enjoyed compound annual sales growth of 20 per cent since 1989 and last year its UK turnover reached £16.5m. The company's broker, BZW, says that there are no generally accepted statistics for the size of SHL's potential market, but estimates that it could be worth £150m in the UK alone.

However, more than half of SHL's sales are outside the UK and the company operates in a total of 36 countries. In the US, it has 60 clients out of the Fortune 100 companies and in the Netherlands it is employed by about half of the largest companies.

Holdsworth says that two of the most important influences underlying the rapid growth in this market are the influence of multinational companies, which wish to apply consistent selection criteria across their operations, and concern over the business and legal costs of discrimination.

A recent survey by Industrial Relations Services, the independent UK employment research organisation, examined the selection procedures of 157 organisa-

A measure of objectivity

Psychometric testing is a growing recruitment aid for employers, writes Andrew Bolger

tions, which between them employ more than a third of a million people.

It says: "There is a greater recognition on the part of line managers of the importance of objective selection procedures. Legislation is also a key driving factor, with continuing awareness of the need to ensure equal opportunities compounded by new developments such as the implementation of the Disability Discrimination Act."

Another pressure to improve selection is the cost of getting it wrong. Research sponsored by SHL found a third of graduates move on to another job in the first three years after joining a company. Typically, it costs £4,600 to recruit a graduate and a further £30,000 is spent before the employer sees a return on its investment.

Psychometric tests claim to provide a fair and objective method for measuring an individual's abilities, personality, and motivation. "Psychometric" is a blanket term, covering ability

tests and questionnaires on personality, motivation and management style.

IRS found the biggest growth in the past five years has been in the use of ability/aptitude tests, which are now used by 75 per cent of employers - most frequently for choosing clerical and secretarial workers.

Personality questionnaires are designed to measure an individuals' preference in terms of their relationship with others, their thinking style and their feelings. There are no right and wrong answers. Such questionnaires are most likely to be used to select managers, graduates, professional and technical staff.

The IRS study found that there has been hardly any growth over the past five years in the proportion of employers using personality questionnaires. However, they remain popular in the finance sector, where more than 80 per cent of companies use them.

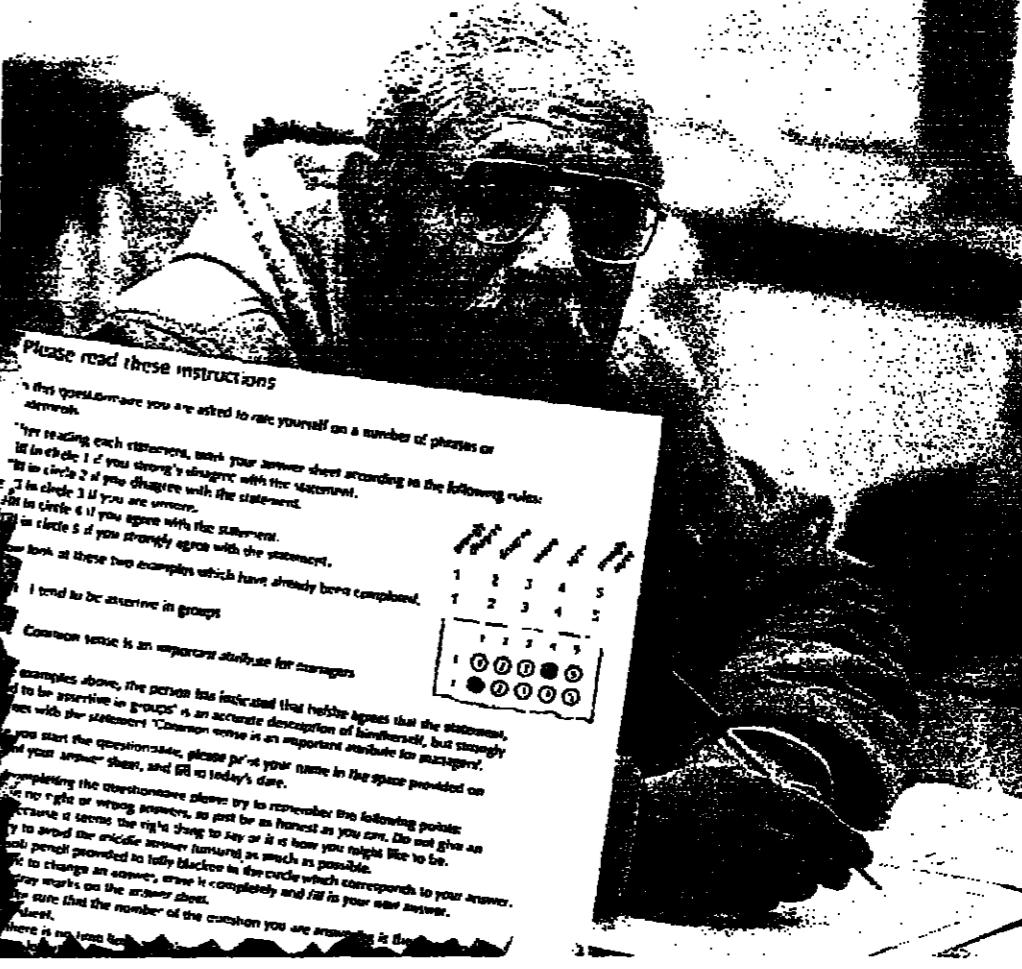
"The fact that there has been little or no increase in usage is probably a reflection of those

concerns that have been expressed about their validity as a means of choosing staff," says Rachel Gooch, IRS research officer responsible for the project.

Holdsworth concedes that compared with the rigorously of aptitude tests, personality questionnaires rely on a "weaker" form of evidence - asking people to describe themselves. But he insists: "The evidence is that it works surprisingly well - provided that the questions have been cleverly designed."

How does one tell if people are lying? Holdsworth says: "They don't do it all that much. It is not unknown for people applying for customer service jobs to say they don't like working with clients. Either they can't be bothered to lie - or can't work out what is required."

A survey by Hays Accountancy Personnel, the recruitment specialist, suggests that many employers still need all the help they can get in making their recruitment procedures more rational and systematic.



It found that regional accents can be a hindrance or a help, depending on where applicants come from.

Dennis Waxman, managing director of Hays Accountancy, says the survey shows personal

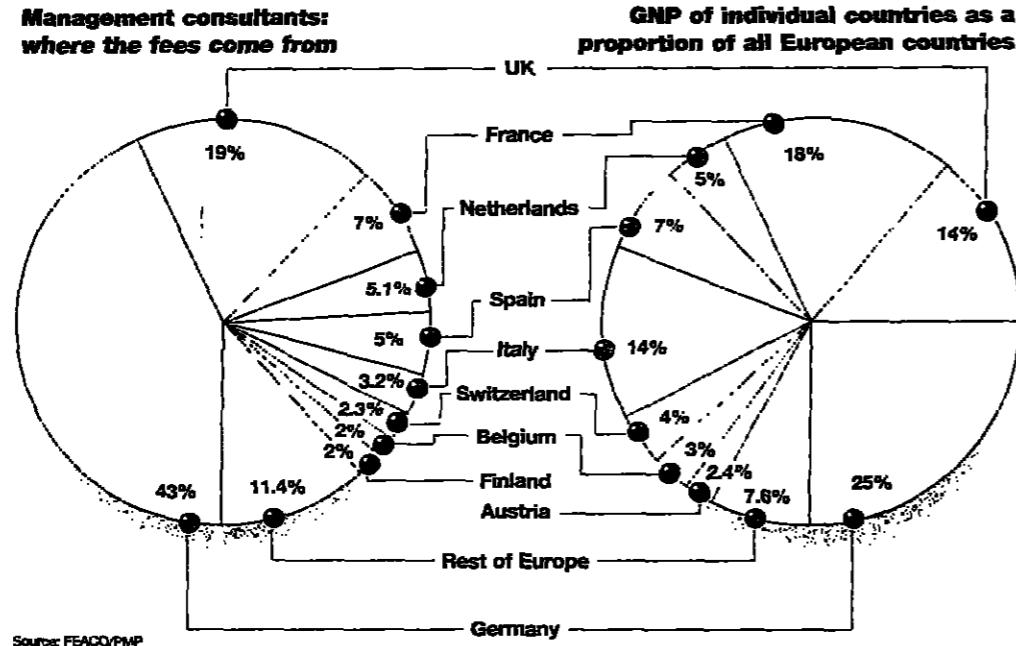
preferences and "gut instinct" still have an influence over much of the recruitment which takes place today.

"It is in this context that psychometric and other forms of more scientific assessment come

into their own, as they are able to reduce the impact of any form of discrimination," he says.

*The State of Selection, £30 from IRS, 18-20 Highbury Place, London, N5 1QP. Tel: 0171 334 5553

Management consultants: where the fees come from



Source: FEACO/PMP

GNP of individual countries as a proportion of all European countries

Healthy times for consultants

Europeans handed over nearly £11bn in fees to management consultants last year, about 10 per cent more than the previous year, reports the Federation of European Management Consulting Organisations.

Its survey for 1996 shows Germany and the UK were by far the largest consultancy markets, together making up 62 per cent of total European fees earned. The figure contrasts with the 39 per cent of European gross national product the two account for.

Countries where consultants saw the greatest percentage growth in fees were: Switzerland (22 per cent); Spain (21 per cent); and UK (18 per cent). Germany (9 per cent) and France (4 per cent) were among the lowest.

The federation lists five factors it believes are behind the healthy market for consultants' services:

- Forced change because of globalisation and intensifying competition.
- Economic growth and development within Europe.
- European regulatory standards and convergence criteria.
- Privatisation and deregulation of emergent Eastern European economies.
- Rapid information technology advances and issues such as the 2000 "bomb".

Information technology - consultancy and systems development combined - generated the most fees, accounting for over 22 per cent of total income.

Corporate strategy and organisation development came second, contributing 20 per cent, but this percentage was not uniform across all countries. For example, in Germany it accounted for 25 per cent of fee income, while in France it was only 6 per cent.

The main areas of increased activity were IT (up 15 per cent) and financial and administrative systems (12 per cent); growth in other activities was generally in line with the 10 per cent norm.

Public sector work accounted for about 17 per cent of fees, with the Scandinavian governments the greatest buyers (average 28 per cent), and those of Austria, Italy and Spain (average 7 per cent) the smallest. The European Commission

contributed 3 per cent of the total fee revenue.

Overall, the federation believes there are about 137,000 management consultants operating in Europe, 85 per cent of them in firms affiliated to its organisation.

The chief area of growth in the coming year will be IT, federation members say, with demand continuing for the foreseeable future. Human resource consultancy is also expected to grow.

*Survey of the European Management Consultancy Market, 1996, £30. FEACO, Brussels, 02 223 0413 or PMP Research, UK, 44 1923 285 323.

Diane Summers

THE PROPERTY MARKET

'Mainhattan' aims high

Frankfurt's lofty ambitions are dependent on Emu, writes Graham Bowley

The impressive skyscrapers which have risen over Frankfurt am Main within the past 25 years - Sir Norman Foster's looming 256-metre Commerzbank Tower the most recent - have prompted with to describe the city as Germany's "Mainhattan".

The joke can fall flat with those residents frustrated by the sleepy provinciality of this city, which still sees itself more as the capital of the local state of Hesse rather than as Germany's financial heart, which it nevertheless is.

But joking aside, the lofty office towers are testament to a rapid growth which has transformed the city of 650,000 people into Germany's largest and most expensive commercial property market.

The towers are also testament to the city's lofty aspirations as it seeks to become Europe's pre-eminent financial centre. Chosen as the site of the future central bank, which will oversee Europe's planned single currency, Frankfurt is firmly anchored at the centre of economic and monetary union, which means its fortunes - and those of its property market - will be tied to those of Emu.

"Despite the recession, which affected Frankfurt just as it did the rest of Germany, the city now commands the highest prices for office space in the country," says Mr Robert Orr at Jones Lang Wootton, the property group, in Frankfurt.

Once the beautiful home of Goethe, Frankfurt suffered terrible destruction during the second world war. It was rebuilt in a seeming hurry. Mr Jürgen Schneider, the property tycoon who is now on trial in a Frankfurt court, was responsible for much of the development in the 1980s and early 1990s. His property empire collapsed in 1994 amid huge debts. He is alleged to have cheated Germany's biggest banks out of the money he used to finance his developments.

But Mr Schneider's legacy was not all bad. He reconstructed some historic buildings in Frankfurt and developed sites on the Zel, the busy central shopping avenue. One of his creations, a huge shopping centre with dizzying futuristic walkways

inherited by Deutsche Bank after Mr Schneider's demise - is to be the home of Frankfurt's new Planet Hollywood restaurant.

Mr Schneider was in part a victim of the early 1990s recession which devastated the property market in Frankfurt as it did in the rest of Germany. Rental prices in the city fell by about 40 per cent from their peak in 1991. Prices have now stabilised, but there is still a vacancy rate of about 8.5 per cent.

"The market has been in a recession since 1992. For five years there have been falling prices, both rental and capital," says Mr Orr. "Growth now is likely to be limited. We still see vacancy rates remaining around 7.5 per cent to 9 per cent. It is likely to remain a tenants' market for the next couple of years."

According to DTZ Zadelhoff, the property agent, the city had a total of 9.65m sq

move into its new home. In spite of this, yet more developments are planned, especially in the west of the city centre around the hulking Messeturm, in the city's fairgrounds, and next to the main railway station. A rundown industrial harbour area on the south bank of the river Main is also due to be developed.

Demand for office space is driven largely by foreign companies. Many are banks or other financial services companies keen to keep a presence in Germany and in the city at the centre of the Emu project.

However, several of these companies are taking advantage of newly available space and lower prices to move from their existing premises to plusher, yet less expensive offices. Meanwhile, the older offices are largely ignored. The result has been a stagnant market for second-hand office space.

Contracts signed in 1991 or 1993 at about DM75 per sq m are now coming up. Companies are reducing costs and getting better space, says Mr Orr. Some banks which left the centre for cheaper locations at the market's peak are moving back into town.

Many of Frankfurt's skyscrapers - such as Deutsche Bank's mirrored twin towers - were financed through closed-end property funds, which along with insurance companies and open-ended property funds are the most important institutional investors in the German property market. Despite the recession, the amount of money flowing into the property funds has been surging, analysts say.

"Perversely, demand for office space has fallen because of the recession, but the money that has been flowing into commercial real estate has been growing," says one property analyst.

"This is because interest rates offered by alternative investments, such as bonds or bank accounts are at historically low levels. However, there are signs that some investors may be switching out of property funds into equities - to take part in the spectacular rally at one of Frankfurt's most famous institutions, the stock exchange."

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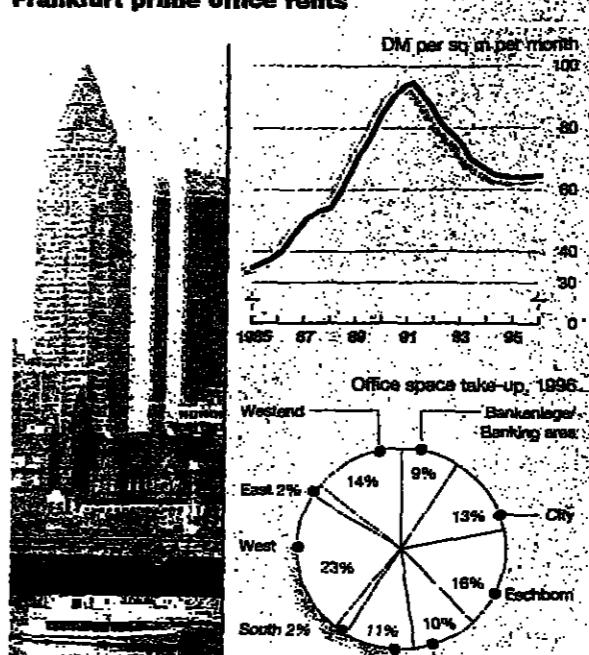


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Source: Jones Lang Wootton

The American composer Roger Reynolds, whose *The Red Act Arias* receive their world premiere at Monday night's Prom, might not be every Proms director's first choice for a prized commission. In this country he is comparatively little known, his music only rarely played, though that is certainly not the case elsewhere. But when the current man in charge at the Proms, Nicholas Kenyon, was music critic of *The New Yorker* he wrote glowingly of Reynolds's music. Obviously the memory has stuck.

All other things being equal, Reynolds, now 63, should have been an obvious choice all along. An unashamedly experimental composer, fired by the idealism and imagination of the 1960s, he naturally thinks big and spectacular. He speaks in an uninterrupted stream of American intellectualism as he teaches in the prestigious music department at the San Diego campus of the University of California - about the new work.

He was looking to write an opera, and the Japanese Nobel Literature Prize winner Kenzaburo Oe's *A Personal Matter*, which concerns the

author's retarded but musical son, presented itself as a strong candidate for his subject. "I was interested in exploring how music is a way of relating to the world that is not a language, and doesn't require the trappings of language, but succeeds quite well in a way we don't quite understand." Oe gently refused - the Japanese composer Toru Takemitsu had already asked and been turned down too - so Reynolds turned elsewhere.

He asked himself what other characters and circumstances might involve this "speaking beyond" in some way, and the character that sprang to mind was Cassandra, the prophetic daughter of King Priam and Hebe in Greek mythology. Reynolds looked at the plays of Euripides and Aeschylus and became fascinated by the relationship between

Agamemnon and Clytemnestra. "It has extraordinary currency. On the one hand there's Agamemnon, who's willing to sacrifice his daughter Iphigenia, knowing how vile a thing it is to do but feeling unable to make another choice. And on the other there's Clytemnestra, saying he can't do it and explicitly warning him about the consequences. It's about the difference between something which is constructed - society, law, the army, honour, pride - and something which sustains or continues or conserves - relationships, home, family. The art critic Robert Hughes spoke about the conflict in contemporary society of the natural-based and the culture-based, and I think there's a parallel there."

Reynolds next set about assembling texts chosen from Richard Lattimore's translations of three plays involving the two characters (Euripides'

Iphigenia in Aulis and *The Trojan Women* and Aeschylus's *Agamemnon*) to make a new play, *The Red Act*. "I took out enough of the gods and the blood to make it so it could be now. It isn't, but it could be."

A production of the play for New York is tentatively planned for next year. And then came the Proms commission. "I thought one way to start the opera project would be to explore the largest ends of it by doing arias on special parts of the text. The whole piece is a progression from the massive to the individual, from the state to the banished woman. So we have the chorus singing as one voice, like an aria for choir. As the text heats up the line divides, but it remains pretty much syllabic."

The choir is prerecorded and

subjected to computer treatment so that the sound moves in different ways all over the hall, enveloping and involving the audience in the experience and emotions of the work. He has always been interested in using space as a musical parameter, since the non-technological *The Emperor of Ice Cream* in the early 1960s. Throughout the work ten small choral elements - single words, tiny phrases - are transformed and reiterated. "Much of Greek writing is obsessive, so I wanted to find a way of being obsessive which isn't irritating." And in the first aria the sound of fire is metamorphosed into that of water to signify the storm and the sinking of Troy. Sound effect? "I use electro-acoustic elements for their capacity to enlarge ideas, not to replace them."

Reynolds insists that *Red Act Arias* will become the intended *Red Act* opera. Plans are already well advanced. For him planning is crucial. There is no wandering about in a labyrinth, no uncertainty about shape or direction. "In order to make something complicated and large you have to plan. If you plan, it happens: so yes, I envision the whole at the beginning."

Reynolds, however, is far from being the clinically calculating composer that this method might seem to suggest. He thrives on inspiration, and his literary influences, drawn from a broad range of writers - Samuel Beckett, Jorge Luis Borges, Milan Kundera and the American poet John Ashberry - are particularly crucial.

He elegantly defends the fact that the computerised elements in the new work are predetermined rather than "real-time" manipulations. "A composer doesn't work in real time. He's free of time and can invent history and the future. The computer allows the realm of imagination to be converted into the realm of experience, and that's a very important thing for an artist. It's also a lot of fun."

Theatre

Strictly farce in the park

The Open Air Theatre in Regent's Park has fallen into the happy habit of scheduling a musical into its traditional programme of boosky Shakespeare. In theory, planting a full-blown Broadway musical on to a wooded glade in a London park is, chasing fool's gold; in practice, the very audacity of the idea creates an especially light-hearted atmosphere cast and audience become "let's do the show right here" troupers.

This year's production is *Kiss Me Kate*, the spoof of *The Taming of the Shrew* that in 1948 revived the career of Cole Porter. He was reluctant to tamper with Shakespeare, but was obviously inspired by the challenge, quickly producing a score which in its variety, and happy mix of witty words and tuneful music, is hardly matched on the Broadway stage.

The audience can do little but sit back and purr as classic love songs like "So in Love", tumble over jaunty burlesque numbers like "Always true to you, darling in my fashion", with a patter song, "Brush up your Shakespeare", that sounds like W.S. Gilbert paired with Damon Runyan, held back for the barn-storming finale. This is a slapstick version, not only of the *Shrew* but also of *Kiss Me Kate*, purists best leave their reservations in the rose garden - it is strictly farce tonight.

The plot, based on the genuine bickering between Alfred Lunt and Lynn Fontaine while they were performing *The Shrew*, is hardly noticed in this stream of melody and mayhem; which is the only weakness in a delightful evening. Andrew C. Wadsworth as Fred-Petruchio, and Louise Gold as Lilli-Kate, hardly conjure up together the sexual chemistry of divorced but doting lovers, but when alone on stage for their big numbers there is no stopping them. Wadsworth wickedly torments a front row fan in "Were thine that special face", and Gold gets rauvous vocal support from the women in the audience in her venomous performance of "I hate men".

There was also more sparkly duelling between the majestic Ms Gold and the bouncy Issy van Randwyck, who grinned, gagged, and goggled through the vaudeville songs: no one was allowed to miss one second of her performance. Throw in Gavin Muir and Rob Edwards, the poetic



Vaudeville act: the bouncy Issy van Randwyck in the Cole Porter classic 'Kiss Me Kate'

gangsters who somehow get roped into the show, who are fully committed to grabbing the bouquets in "Brush up your Shakespeare", and you have a terrifying ensemble of theatrical ego.

Since this is "a show in a show", an insider's tribute to the entertainment industry, there is plenty of

orchestra; Aug 2, 5

EDINBURGH
EXHIBITIONS
Royal Scottish Academy
Tel: 44-171-624 6200
Sir Henry Raeburn (1756-1823): major exhibition of around 70 works by this most famous of Scottish painters, bringing together the works owned by the National Gallery with loans from around the world; from Aug 1 to Oct 5, after which the exhibition will travel to London

■ BONN

EXHIBITIONS
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland
Tel: 49-228-912 1236
Sigmar Polke subtitled "The Three Lies of Painting" this show aims to be the largest ever held in the country's biggest exhibition halls. Including some 180 loans, it will document Polke's work from 1962 to the present, and will transfer to Berlin's Hamburger station; to Oct 12

DROTTNINGHOLM
OPERA
Drottningholms Slottsteater
Tel: 46-8-4570600
Orfeo: Swedish premiere of Luigi Rossi's 1847 version of the legend of Orpheus. The producer is Jack Edwards, the musical directors Stephen Stubbs and Paul O'Dette, the designer Robin Linskold, and the choreographer Lucy Graham. With the Drottningholm Theatre Ballet and

CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-589 8212
BBC Symphony Orchestra and Singers conducted by Leonard Slatkin in works by Mahler, and world premiere of Roger Reynolds' *The Red Act Arias*; Aug 4

Bournemouth Symphony Orchestra: conducted by Yakov Kreizberg in works by Mozart, Komgold, Markevitch and Shostakovich. With violin soloist Gil Shaham; Aug 5
Jiří Bělohlávek conducts the BBC Symphony Orchestra and Chorus in works by Brahms, Chopin and Schubert; Aug 1
Royal Scottish National Orchestra: works by Glazunov, Prokofiev, Tchaikovsky, and the UK premiere of Giya Kancheli's Symphony No. 3. With violinist Tasmin Little and concert-tenor David James. Conducted by Alexander Lazarev; Aug 3

■ LONDON
CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-589 8212
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■ SALZBURG
Salzburg Festival
Tel: 43-662-844501
CONCERTS

Ensemble Modern: conducted by Hans Zender in a programme including works by Essl; at the Mozarteum; Aug 6
Philharmonia Orchestra: conducted by Kent Nagano in works by Messiaen, Pintscher and Debussy; at the Felsenreitschule; Aug 1
Philharmonia Orchestra: conducted by Bernard Haitink in works by Mahler; at the Grosses Festspielhaus; Aug 3, 4

■ OPERA
SANTA FE
Opera
Tel: 505-986 5900
Arabella: Janice Watson sings the title role of Strauss's opera, in a new production directed by John Cox. The conductor is John Crosby; Aug 1, 6

Boris Godunov: by Modestov. Conducted by Valery Gergiev in a staging by Herbert Wernicke. Samuel Ramey sings the title role. Cast also includes Philip Langridge. With the Vienna Philharmonic, the Konzertvereinigung Wiener Staatsoperchor and the Christopher Larkin

conducts; Aug 4

■ SCHLESWIG-HOLSTEIN

CONCERTS

Music Festival
Tel: 49-431-567080

■ Der Zauberflöte: by Mozart. Christoph von Dohnányi conducts a new production by Achim Freyer. With the Vienna Philharmonic and the Konzertvereinigung Wiener Staatsoperchor; at the Felsenreitschule; Aug 2, 6

■ Philharmonie der Nationen: conducted by Justus Frantz in works by Rossini, Mendelssohn, Respighi and Verdi; at the Landestheater; Aug 1, 2, 3

■ L'Amour: by Franz Grillparzer. New production directed by Peter Stein, with sets by Moidele Bickel. Libussa is played by Dörte Lyssewski; at the Perner-Insel; Aug 1, 2, 3, 5, 6

■ Santa Fe Opera
Tel: 505-986 5900

■ Arabella: Janice Watson sings the title role of Strauss's opera, in a new production directed by John Cox. The conductor is John Crosby; Aug 1, 6

■ Così Fan Tutte: by Mozart. Montagu performs Mozart's opera, sung in English, in a new production directed by Nicolette Molnar and designed by Bruno Schweng; Aug 2, 5

■ La Traviata: Linda Brynner directs this new production of Verdi's opera, set in the Parisian demi-monde. Christopher Larkin

conducts; Aug 4

Shed; Aug 2

■ Boston Symphony Orchestra: conducted by Seiji Ozawa in works by Barber and Mahler. With soprano Barbara Bonney; the Shed; Aug 3

■ Boston Symphony Orchestra: and Tanglewood Music Center Orchestra conducted by Seiji Ozawa, Leon Fleisher, Keith Lockhart and John Williams in a programme which includes Tchaikovsky's 1812 overture; the Shed; Aug 5

■ VERONA

OPERA

Arena di Verona
Tel: 39-45-800 5151

■ Aida: by Verdi. Conducted by Nella Santi in a staging by Gianfranco de Bosio; at the Ristori, Haseldorf on Aug 5; at the Schloss, Kiel on Aug 6; at the Musik- und Kongresshalle, Lübeck on Aug 7

■ Taverner Consort & Players: conducted by Andrew Parrott in a programme including works by Bach; at St. Marien-Kirche, Lübeck on Aug 4 and at St. Michaelis Kirche, Hamburg on Aug 5

■ TANGLEWOOD

CONCERTS

Tanglewood Festival
Tel: 1-617-931 2000

■ Boston Symphony Orchestra: conducted by Seiji Ozawa in works by Beethoven and Berlioz. With piano soloist Arcadi Volodos and tenor John Aler; the Shed; Aug 1

■ Boston Symphony Orchestra: conducted by Richard Westerholt in works by Liebermann, Schreker and Rachmaninoff. With violin soloist Joshua Bell; the Shed; Aug 2

■ WASHINGTON

CONCERTS

Wolf Trap Tel: 1-703-218 6500

■ National Symphony Orchestra: conducted by Zdenek Macal in a programme of works by Tchaikovsky; Aug 1

■ National Symphony Orchestra: conducted by Zdenek Macal in Verdi's Requiem, with the Choral Arts Society of Washington; Aug 2

Sponsorship/Anthony Thorncroft

Artistic buzzwords to colour the competition

The ninth Prudential Awards for the Arts, the most lucrative event in the sponsorship year, with £300,000 in prize money to be distributed to imaginative arts companies, takes place at the Tate Gallery on October 30 to coincide with the Prudential's sponsorship there of a Pre-Raphaelite show.

It will be the last of its kind. The Prudential has decided that while its commitment to the arts remains as strong as ever, it is not in the business of running arts prizes. It is handing over all responsibility for the event to the Association for Business Sponsorship of the Arts, which expects to come up with an entirely new format.

Instead of companies in music, dance, opera, theatre and the visual arts each receiving £50,000 with which to mount new work, the prize will go to the arts organisation which has made most progress in implementing the new government's artistic buzzwords - training, education, and access.

ABSA is launching in the autumn one of its periodic assaults on the media to try to ensure that arts sponsors get due credit for their generosity. Poor recognition by the press, TV and radio of their commitment is the biggest complaint of sponsors.

Typical is the experience of Pearson, owners of the FT. It is currently putting £300,000 behind the Seurat show at the National Gallery.

Citibank Private Bank has

10,000 visitors a week, the Seurat is well on target.

This is Pearson's 14th suc-

cessive exhibition sponsor-

ship, but the company is cur-

rently reviewing its

programme with the aim of

making it more effective.

The Seurat show has proved

a particularly popular

vehicle for corporate hos-

tility, mainly through break-

fast meetings, for subsidiary

companies as well as the par-

ent four of them have

bought into the occasion.

Like the Tate, the NG has

little problem attracting

sponsors and it is already

booking into 1999. Among its

loyalist supporters is ESSO,

which is backing a Holbein

show this autumn and has

already committed itself to

another exhibition, its ninth

in succession. *

Citibank Private Bank has

renewed its sponsorship of

the UK's biggest photogra-

COMMENT & ANALYSIS



Philip Stephens

The near horizon

A decision on the single currency could be taken this autumn, with familiar dilemmas returning to test Labour

Tony Blair's government could be forgiven for thinking Europe had gone away. Wrong. Its signature on the treaty of Amsterdam promises only a brief respite. The decision that will define Britain's place in the European Union may well be taken in October. The single currency has returned to the near horizon. Britain stands again at the all-too-familiar fork in the road.

The Emu story is still replete with tantalising ifs and buts. Its principal author, Helmut Kohl, has still to write the final chapter. Events could yet snatch the pen from his hand. After the Franco-German row at the Amsterdam summit, I judged the odds had shifted towards postponement. But Lionel Jospin's package to return France's budget deficit to within striking distance of 3 per cent has, just, reinstated the original timetable.

That is certainly the view anyway among the people in Whitehall who are paid to advise Mr Blair on these things. So let's consider what the mandarins now see as the most likely denouement. We can call it the central scenario.

The letter of the Maastricht treaty provides for a final decision next spring on who is eligible to join the single currency. By then we should know which countries have cleared the hurdles for fiscal deficits, debt ratios and the rest. The European Monetary Institute and the European Commission are tasked with auditing the figures.

Yet anyone who has followed the Emu saga will understand by now that politics takes precedence over economics. The mood of the politicians counts for more than the minutiae of treaty texts. And if Germany and France conclude the project must go ahead regardless, why wait another nine months?

Mr Kohl is as determined

as ever that Emu will start on January 1 1999. True, he still harbours deep suspicions about Mr Jospin's government. It carries too many echoes of François Mitterrand's experiment with socialism in one country.

The chancellor will expect reassurance when he meets the French prime minister at the end of this month. And, yes, barely a week goes by without one or other German politician raising new doubts about the wisdom of sacrificing the D-Mark to the euro.

At home, Mr Kohl has three obstacles to negotiate. First, the Bundesbank must be persuaded if not to support the enterprise then at least not to oppose it. Then the Bundesrat, which represents the federal states in the Bonn parliament, must be similarly persuaded. Finally, the euro must survive an inevitable challenge in the nation's constitutional court.

For the chancellor, though, this is history in the making: the chance to lock the Germany he united into a European future. The project transcends the decimal points which so preoccupy Europe's finance ministers. And, if the economic criteria for Emu are indeed to be judged, which they must be, this particular net-tight may be better grasped.

I suspect that Gordon Brown's preferred scenario would be one in which the others decided on a delay to Emu of, say, two or three years

sooner rather than later. France has better reasons for accelerating the timetable. Even after Mr Jospin's package, the budget deficit this year will be above 3 per cent. By how much is open question.

But on present trends Paris cannot expect much improvement in 1998. A pre-emptive strike is required. Would the guardians of the fine print at the EMI or, for that matter, the financial markets defy an unequivocal political commitment from Bonn and Paris?

To Mr Blair's mind, Emu will render his own economic prospects - flexible markets, education and training, employability - more rather than less relevant.

Something has to replace the exchange rate safety valve. Mr Brown intends to make this so-called third way between the old Anglo-Saxon and continental models a centrepiece of the British EU presidency in the first half of next year. But whether anyone will listen to a government speaking from the sidelines depends on Mr Blair's intentions.

As far as one can see, they are as follows: if Emu works, Britain cannot for long remain outside. Certainly, he is much preoccupied by the issue. He has told the Treasury it must be ready to react quickly to events. He wants a national debate. The Confederation of British Industry has taken a first step off the Emu fence in favour of joining. The unions have already signed up. If sterling remains at the present, absurdly overvalued levels, wider opinion may move much faster in the same direction.

Doubtless there are a dozen other scenarios. But there is now a chance, no more, that Britain will swap the pound for the euro this side of a general election. If not, Mr Blair, like his predecessors, will find he has to shout in Europe just to be noticed.

Mr Blair's preferred scenario would be one in which the others decided on a delay to Emu of, say, two or three years

ADVISOR YOUNG & RUBICAM

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IN BRIEF

**Daimler-Benz
profits rise**

By Virginia Marsh and Tracy Corrigan in New York

Daimler-Benz, the German industrial group, revealed soaring first-half profits on the back of buoyant demand, greater efficiency and favourable exchange rates. Page 14, Lex, Page 12.

Akzo Nobel advances 25% in quarter
Akzo Nobel, the Dutch chemicals group, boosted net profits 25 per cent in the three months to June to reach £145m (£321m). Page 14.

Lehman backs back Tokyo operations
Lehman Brothers, the US investment bank, cut staff in its Tokyo operations and scaled down some of its equity business. Page 16.

Olivetti figures in line with forecasts
Italian information technology group Olivetti posted preliminary first-half figures in line with market expectations. Page 14.

Jobs rejects top position at Apple
Mr Steve Jobs, co-founder of Apple Computer, has rejected invitations from Apple's board of directors to become chairman or chief executive of the struggling computer maker. Page 16.

Logica to acquire Aldiscon for £51m
Logica, the software group, is acquiring network systems company, Aldiscon, for £51m (£88.13m), which it is funding via a rights issue. Page 16.

PLDT beats forecasts with 22.6% boost
Philippine Long Distance Telephone exceeded expectations in the first six months with a 22.6 per cent rise in net income. Page 16.

Lasmo reports net profits £22m higher
Lasmo, the UK's second-largest oil explorer, reported a modest 22m rise in net profits for the half year to £22m (£42.35). Page 16.

Eramet ends nickel row
French mining company Eramet appears to have ended a long-running row over nickel concessions in New Caledonia. Page 30.

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Alcatel	1498	+ 48	Alcatel	995	+ 18
Holmen	1650	+ 15	Axa	909	+ 18
Int'l Water	481	+ 13	Deutsche France	914	+ 20
Volkswagen	1408	+ 34	Valeo	938	+ 18
Faile	470	+ 45	Perrier	924	+ 21
Allianz	470	+ 45	Elf	924	+ 21
Hamburg E&G	443	+ 65	Synthetics	728	+ 15
Provost	839	+ 56	Elf	728	+ 15
Stamps	338	+ 41	Elf	728	+ 15
Suncor Enzy	321	+ 44	Elf	728	+ 15
Faile	12	+ 39	Elf	728	+ 15
Convergen	301	+ 12	Elf	728	+ 15
Kodak Int'l	22	+ 24	Elf	728	+ 15
Westex Int'l	22	+ 24	Elf	728	+ 15
London (Pence)			Elf	728	+ 15
Ciba & Ross	245	+ 65	Elf	728	+ 15
Hoffex	720	+ 60	Elf	728	+ 15
Logica	750	+ 60	Elf	728	+ 15
Faile	631	+ 18	Elf	728	+ 15
Scottish Power	2774	+ 174	Elf	728	+ 15
Spindles	2774	+ 246	Elf	728	+ 15
Telxon	5447	+ 246	Elf	728	+ 15
Teletronics (US\$)			Elf	728	+ 15
Convergen	62	+ 65	Elf	728	+ 15
JDS Fitel	653	+ 107	Elf	728	+ 15
MPF Tech	625	+ 65	Elf	728	+ 15
Faile	445	+ 48	Elf	728	+ 15
Chi-Ne-Ta	3.0	+ 0.7	Elf	728	+ 15
PCF Int'l	0.35	+ 0.65	Elf	728	+ 15
Teletronics			Elf	728	+ 15
New York and Toronto prices at 12.30pm			Elf	728	+ 15

Brazil sells off power stake

By Geoff Dyer in São Paulo

outside the industrial southeast of Brazil and augurs well for the planned privatisation of the rest of the industry. It follows the successful launch on Wednesday by Copel, the utility from Paraná state, of a \$500m share offering to local and international investors.

Analysts said that, as with privatisations of Brazilian telecommunications companies, foreign operators were attracted by the power industry's growth potential and were prepared to pay big premiums for assets.

The winning consortium includes Previ, the biggest pension fund in Brazil. Iberdrola was a member of a consortium that bought CEG and Rilgas, two gas companies in Rio

state, this month. In the most keenly contested electricity privatisation to date, the winning consortium fought off competition from three other recently privatised utilities - Eescsa, the Espírito Santo electricity distributor (the first Brazilian utility to be privatised, in July 1995), a consortium led by Chilectra of Chile, which last year bought Cerd in Rio state, and Light, another Rio distributor, which was bought by CSN, the Brazilian steelmaker. Electricité de France, London Power and AES of the US in May, 1996.

Coeba was the first electricity privatisation in the northeast of Brazil, once one of the least developed regions but now the fastest growing.

Half-year results from Glaxo Wellcome, the UK's largest drugs company, yesterday revealed the damage caused by a strong pound and the decline of ulcer treatment Zantac, once the world's best selling drug.

Pre-tax profits fell to £1.62bn from £1.65bn a year before while turnover fell from £4.2bn to £4.1bn (£6.65bn).

But the results suggested that growth was likely to pick up again from 1998, largely because Zantac would by then be much less important to the company.

Rival products have not yet been launched in the US because of legal wrangles between would-be manufacturers.

Each day's delay earns \$3m in Zantac sales, a figure likely to fall by up to 90 per cent

once generic rivals hit the market.

Mr Richard Sykes, chairman and chief executive, said the underlying growth rate was healthy. Excluding exchange rate effects and Zantac, the sales increase was 14 per cent.

Analysts were divided over the prospects for the company. Mr Steve Plag, of BZW, said the results were "outstanding".

But Mr James Culverwell, at Merrill Lynch, said competition in migraine and Aids drugs would grow. "The results are a dose of reality. Sales will go nowhere over the next two years although they look reasonable over the long term."

With the eclipse of Zantac, respiratory products are now Glaxo's biggest single medical sales field, with sales of £981m.

Strong pound and Zantac decline hit Glaxo profits

By Daniel Green in London

Half-year results from Glaxo Wellcome, the UK's largest drugs company, yesterday revealed the damage caused by a strong pound and the decline of ulcer treatment Zantac, once the world's best selling drug.

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But the results suggested that growth was likely to pick up again from 1998, largely because Zantac would by then be much less important to the company.

Rival products have not yet been launched in the US because of

COMPANIES AND FINANCE: EUROPE

Akzo Nobel beats forecasts with F1 459m

By Gordon Cramb
in Amsterdam

Akzo Nobel, the Dutch chemicals group, boosted net profits 25 per cent in the three months to June to reach F1 459m (\$221m), the most it has made in any quarter and well above analysts' forecasts.

Although its shares jumped F1 18.30, or 6 per cent, to close in Amsterdam at F1 320.80, the company yesterday would not budge from its cautious previous prediction that full-year

results "will exceed the 1996 figure" of F1 1.32bn.

With first-half earnings of F1 795m, Akzo is already F1 100m ahead of last year.

Mr Jean den Hoed, finance director, made clear that the group was not expecting a

setback in the current six months from the F1 619m it made last time, "it too will be higher," he said.

This implies an increase

for the year of at least 8 per

cent to F1 4.2bn, but ana-

lysts are expecting more.

"I have upgraded my forecast to F1 1.55bn, adding F1 100m

from what I had before,"

said Mr Peter Blair of Salomon Brothers, in London.

"The second quarter showed

a good acceleration com-

pared with the first."

The company said its divi-

sions were performing well,

except for fibres, where it is

examining additional

restructuring measures. In

spite of successive rounds of

rationalisation among the

fibre units over the past five

years, "operating income

still totals a scant 2 per cent

of sales. This is not even suf-

cient to compensate for the

financing charges," Mr den

Hoed said.

He blamed the problem on

world overcapacity in indus-

trial and textile fibres, and

noted that Akzo had in the

past closed operations it was

unable to sell.

Fibres brought in just

F1 20m of the group's F1 84m

operating profits in the sec-

ond quarter, although they

accounted for F1 90m of the

total F1 1.81m sales. Those

overall revenues were up 10

per cent as favourable cur-

rency shifts more than offset

the effect of divestments and

a dip in selling prices.

Coatings, the largest divi-

sion, was also the biggest

contributor to the earnings

advance, providing operating

income up 39 per cent at F1 263m. Higher volumes

were sold, and margins

recovered as well. Mr den

Hoed said the units were

much better placed than

before to compete in markets

such as the UK, where Akzo

had been in fierce competition

with ICI's paints division.

Chemicals produced 23 per

cent growth to F1 172m as

the polymer business picked

up, volumes generally grew,

and investment in catalysts

started to pay off. Competition

hampered its salt business

in Europe - the US arm

was sold to Cargill, the agribusiness group.

Pharmaceuticals, where

operating profits were ahead

nearly one-sixth at F1 238m,

benefited from demand for

new products such as Remen-

ron, an anti-depression

agent. Sales of its low-dose

oral contraceptive began to

recover as it gained ground

in new markets.

EUROPEAN NEWS DIGEST

Hypobank backs Vereinsbank bid

Bayerische Hypotheken- und Wechsel-Bank yesterday urged shareholders to accept the DM5bn (\$4.26bn) share exchange offer from Bayerische Vereinsbank - the first step in the merger to create Germany's second-largest bank. Since the offer was announced last month, Hypo-Bank's shares have gained 32 per cent, closing unchanged yesterday at DM77.30. This reflects the premium offered by Vereinsbank which will swap part of its holding in Allianz, the insurance group, on the basis of one Allianz share for six of Hypo-Bank.

Vereinsbank is seeking up to 45 per cent of Hypo-Bank's shares. If it does not obtain 40 per cent, the merger will fail. Vereinsbank owns 10 per cent of Allianz but is using only 8.4 per cent for the deal, which will be free of capital gains tax. The merged bank, Bayerische Hypo- und Vereinsbank, will have 7 per cent of Allianz's shares. Mr Stephan Schüller, a Vereinsbank director, said institutions had shown a great interest in the offer, which will run from August 4 to September 10. It will exchange 19.3m shares in Allianz, whose shares closed yesterday at DM47.70, down DM5.80.

Andrew Fisher, Frankfurt

Market welcomes Olivetti figures

By Paul Bettis in Milan

Olivetti shares yesterday continued their recovery after the straggling Italian information technology group reported preliminary first-half figures in line with market expectations.

The ordinary shares, which had fallen nearly 20 per cent since the beginning of July, closed 7.45 per cent higher yesterday, at L677.8, after climbing nearly 10 per cent the day before.

The market appeared to be relieved by the company's announcement yesterday that its financial situation remained under control and by the continued strong growth of its Omnitel mobile phone interests.

Although the group gave no indications of first-half earnings, which will be released in September, it said its net financial requirement had fallen from L2,760m at the end of March to L2,500m (\$1.39bn) at the end of June.

The financial requirement for the first half of 1997 was L300m, sharply lower than the L543m in the first half of 1996.

First-half consolidated revenues, excluding Omnitel, fell 10.4 per cent to L3,100m. The company said this was an improvement on the previous year, when first-half revenues declined 20 per cent on the first half of 1995.

Olivetti also confirmed ongoing asset disposals and said that arrangements had been completed for the sale of companies grouped under Olivetti Telemedia, its multimedia umbrella company.

Omnitel, in which Olivetti holds a 35.5 per cent controlling stake, narrowed its first-half net loss from L1.43m in the same period last year, while group operating income increased to L1.31m from L1.21m. The company said the growth reflected the improved performance of its Flugo Boss subsidiary as well as the results of its Linificio & Canapificio Nazionale subsidiary, and of the wholly-owned activities of the Marzotto SpA parent company in the clothing sector. Net consolidated sales rose 6.8 per cent to L1.170m in the period with exports growing 71 per cent of the total compared with 68 per cent in the first half of 1996.

David Owen, Paris

COMPUTERS

Bull back in the black

Bull, the French computer group, last night reported its first first-half net profit for nine years. The company, which this year completed the latest stage in its privatisation, unveiled net earnings of FFr64m (\$10.33m), against losses of FFr612m in 1996. The turnaround was achieved on sales up from FFr10.85bn to FFr11.38bn. Net debt was trimmed to FFr2.02bn at June 30, 1997, from FFr2.82bn a year earlier. The company said it was expecting a "substantial increase" in full-year net profits over the FFr37.6m achieved in 1996. After accumulated losses of FFr22bn between 1989 and 1994, Bull has been profitable for the past two years.

David Owen, Paris

INVESTMENT BANKING

Lufthansa sale leaders named

Dresdner Kleinwort Benson, the investment banking arm of Dresdner Bank, will be joined by SBC Warburg as global co-ordinator of the forthcoming DM5bn (\$2.27bn) sale of the remaining government-owned shares in Lufthansa, the German airline. Also in the consortium are Deutsche Morgan Grenfell, part of Deutsche Bank, as senior co-leader manager, and DG Bank and Merrill Lynch as co-lead managers, the transport ministry said. Dresdner confirmed on Tuesday it would play the main role in the sale of the remaining 37 per cent of Lufthansa in state ownership, edging out Deutsche Bank.

The ministry said at least 50 per cent of Lufthansa's shares would have to be with German investors to meet air traffic agreements with other countries. This means most of the government stake will be placed with domestic investors.

Andrew Fisher

ITALIAN TEXTILES

Marzotto advances

Marzotto, the Italian textiles and clothing group, yesterday reported a 55 per cent increase in first-half net profits and a 43.6 per cent rise in group operating income. Net profits in the first half rose to L230m (\$12.8m) from L14.8m in the same period last year, while group operating income increased to L1.31m from L1.21m. The company said the growth reflected the improved performance of its Flugo Boss subsidiary as well as the results of its Linificio & Canapificio Nazionale subsidiary, and of the wholly-owned activities of the Marzotto SpA parent company in the clothing sector. Net consolidated sales rose 6.8 per cent to L1.170m in the period with exports growing 71 per cent of the total compared with 68 per cent in the first half of 1996.

Paul Bettis, Milan

HUNGARIAN PHARMACEUTICALS

Gedeon Richter ahead 13%

Shares in Hungarian pharmaceuticals company Gedeon Richter rose Ft360 to Ft19,160 in Budapest yesterday after it unveiled first-half pre-tax profits of \$90.4m, up 12 per cent on 1996. Total first-half sales were \$140.5m, 11.8 per cent up in dollar terms. Sales were underpinned by exports worth \$98m, a 17.5 per cent rise on last time. The results were much in line with predictions, analysts said, with the company particularly benefiting from the strength of the dollar, the currency of most exports.

Gedeon Richter also said the BUX index closing to 7,880, up 7.35m in the first half last year, on sales of Ft1.70bn, up 22 per cent.

Kester Eddy, Budapest

PVC

EVC cautious despite recovery

EVC, Europe's biggest PVC maker, yesterday announced a return to first-half profit from a loss a year ago, but cautioned on the outlook for the rest of the year. The company reported first-half net profit of Ft17m (\$8.21m) compared with a net loss of Ft1.7m in the year-earlier period. Sales were up 17 per cent at Ft1.22m. EVC said there were tentative signs of a recovery in west European trading conditions, in spite of the usual seasonal influences.

American and Asian market had shown a weaker seasonal demand, said Reuters, Amsterdam

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com



KNP near paper deal

By Gordon Cramb

KNP BT, the Dutch packaging and distribution group, said yesterday it expected soon to resolve its 10-month effort to find a partner for its paper-making division, the original core of

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KNP BT, the Dutch packaging and

COMPANIES AND FINANCE: THE AMERICAS

Sun Micro in information appliances buy

By Louise Kehoe in San Francisco

Sun Microsystems, a leader in the field of network computing, plans to enter the emerging market for "information appliances" through the acquisition of Diba, a Silicon Valley start-up company.

Diba is a pioneer in the development of products that bring internet access capabilities to televisions and telephones. These so-called information appliances are the focus of mounting development activity throughout the US high-tech industry.

Sun's acquisition follows Microsoft's purchase of WebTV, which similarly has developed an internet access link for TV sets. Earlier this week National Semiconductor, a leading chip maker, also announced its intention to supply chips for information appliances through the acquisition of Cyrix, a microprocessor developer.

Sun's move also signals the beginning of a battle over software standards for this new class of computing products. While Sun plans to use its Java software, Microsoft has adapted its Windows

PC operating system to run on information appliances. Oracle, the leading database software company, has also developed software for low-cost internet terminals.

The combination of Diba's expertise and Sun's technologies "could well give Sun a significant advantage in driving the information appliance market", said Mr Andrew Allison, editor and publisher of Inside the New Computer Industry, an industry newsletter.

"Information appliances represent an enormous opportunity for manufacturers who can deliver the

right products at the right time," said Mr Scott McNealy, Sun chairman and chief executive. Sun would combine its Java software and Java-enabled microprocessors with Diba's work to create new product designs that would be licensed to other manufacturers, he said.

Diba would become Sun's new consumer technologies group and work with consumer electronics companies and manufacturers to provide technologies for building information appliances, Sun said. For Diba, founded two years ago

by a former Oracle executive, the acquisition represented the opportunity "to democratise information access by making it available to the full spectrum of consumers", said Mr Farzad Dibachi, president and chief executive.

"Together, Sun and Diba can work on closing the information gap between the technically-elite and the rest of society," he added. Sun had the resources and technologies needed to accelerate the process of getting information appliances into consumers' hands, he said.

US media agency buys rival for \$440m

By Tracy Corrigan in New York

The largest advertising agency in the US yesterday announced plans to acquire a smaller rival in a deal that will create the world's sixth-largest agency with projected revenues of \$1.2bn.

True North Communications, the holding company for Foote, Cone & Belding Worldwide, will acquire Bozell, Jacobs, Kenyon and Eckhardt, which owns Borrell Worldwide, the country's 11th-largest agency, in a deal valued at \$440m.

True North's business has been dominated by Foote, Cone & Belding Worldwide, although it owns a number of other smaller advertising and media companies as well as a 26.5 per cent stake in Publicis Communications Europe.

After the deal True North will be closer to the increasingly popular multi-agency model - separate agencies run under the umbrella of a holding company.

The logic of such groupings is that client companies do not like to retain the same agency as their competitors. By maintaining separate agencies, the holding company can earn revenues from several large companies. In the same industry.

"We now have multiple global advertising brands," said Mr Bruce Mason, chief executive of True North. "The acquisition nearly doubles the size of True North, which will issue 0.51 shares for each share of BJK&E.

The deal is expected to enhance earnings in 1998, the first full year of the new grouping.

It also strengthens True North's position in interactive digital technology, which offers services such as the creation of home pages for companies on the internet or the setting up of company-wide intranets to facilitate internal communications.

Citicorp's Poppe Tyson and True North's TN Technologies are both leaders in this area.

Sales growth helps P&G to 13% advance

By John Authers in New York

Procter & Gamble, the world's largest consumer goods company, yesterday announced a net increase of 13 per cent in net earnings per share for the second quarter of the year, as it continued to ride the healthy US economy and increase sales volumes.

Earnings per share were 87 cents, up 10 cents from the same period of 1996, and 2 cents ahead of the consensus of analysts' expectations.

P&G also cheered the market by confirming it would repurchase stock worth \$1bn over the next 12 months - a move which was initially warmly greeted on Wall Street.

But after gaining more

than 1 per cent in early trading, the shares swiftly subsided and by early afternoon were down 3% for the day at \$152.

Net earnings for the quarter were \$611m, up 10 per cent on a year earlier.

Precise sales figures for the quarter were not available, although several analysts believed that P&G fared well.

Mr John Pepper, chief executive, pointed in particular to unit volume growth, and to the company's "very strong" increase in cash flow.

However, the strong dollar hit profits in some regions, particularly Asia. While worldwide sales volume for the year to end-June rose 3 per cent, net sales were only marginally ahead, up \$500m at \$35.8bn.

The company's move to

North America was the strongest region, with net sales for the year of \$17.7bn, a rise of 2 per cent on unit volume growth of 4 per cent.

A decision to lower prices on its laundry detergents, which increased in volume, and a fall in paper prices lay behind the relatively small increase in net sales.

Asia provided the group's weakest results, with a 7 per cent decline in unit volume for the year, and a fall in sales of 8 per cent, to \$3.57bn. Foreign exchange fluctuations were chiefly responsible. P&G said business in Japan had been particularly weak, although offset by double-digit unit-volume growth in the Philippines and Indonesia.

The company's move to

"efficient consumer response" - a campaign to reward trade customers for efficiency and eliminate unnecessary promotional spending - also weighed on volumes.

John Pepper: pointed to "very strong" increase in cash flow

Fair weather helps US insurers improve

By John Authers

US general insurers are enjoying a relatively strong year, to judge from their financial results announced in the past week. But fair weather conditions are chiefly responsible, rather than an improvement in the market, which remains fragmented.

There are signs that growth in new premiums is beginning to improve, although it still seems certain to remain below 10 per cent for the year, for the 10th year in succession, as competition continues to keep prices down.

Several companies contin-

ued their attempt to expand into overseas markets, particularly south-east Asia where demand for insurance is growing and competition far less intense. But the strength of the dollar affected their results.

Insurers continue to be helped by the strong equity markets, which have boosted investment income.

Chubb Insurance, of New Jersey, reported a dramatic reduction in catastrophe losses for the first six months, losing only \$28.5m due to extreme weather events, against \$83.5m in the first half last year.

Core US premiums grew

by an underlying 8.3 per cent for the first half, while international premiums rose 12.7 per cent. The company's overall income from continuing operations was up 14.5 per cent for the quarter to \$18.7m, and 24.7 per cent for the first six months to \$30.8m.

Mr Dean O'Hare, chief executive, warned of "exceedingly poor market conditions" and "prolonged pricing weakness".

AIG, the largest US insurer, also reported healthy results, with net income up 14.1 per cent for the quarter to \$26.5m. Profits for the first six months rose 14.4 per cent.

The strength of the dollar severely restricted premium growth for the company, which has emphasised international expansion in recent years. While premiums for general insurance outside the US rose 5.2 per cent in local currency terms for the second quarter, this translated into a fall of 1.4 per cent in dollar terms. As a result, overall premium growth, including the US, was only 3.8 per cent in dollar terms.

St Paul Companies raised net income for the second quarter to \$230.5m, from \$130.1m last time, although most of this advance was attributable to a sharp rise in realised investment gains, which grew from \$31.1m to \$108.7m. Taking these into account, operating income was ahead 22 per cent.

Cigna, which earlier this week announced the sale of its life and annuity business to Lincoln National, announced an increase in its operating income (excluding investment gains) from \$32.2m to \$37.0m.

In its property and casualty division, total catastrophe losses, after tax, were \$9m for the first six months, less than half the \$20m losses suffered in the first half of 1996.

European shake-out, Page 17

Citicorp in talks on CableVision stake

By Andrea Campbell in Buenos Aires

Citicorp Equity Investment, the Argentine private equity branch of Citibank, is negotiating to acquire a majority stake in the country's third largest cable programmer, Torneo y Competencias.

Citicorp is also understood to be seeking a 40 per cent share of one of Argentina's media dynasties, Grupo Fed-

eral de Comunicaciones. In a note to the Buenos Aires stock exchange this week, Citicorp announced a \$50m advance payment for 64.5 per cent of CableVision and an \$11m advance for 33.4 per cent of the country's largest cable programmer, Torneo y Competencias.

According to reports by the Argentine newspaper El Cronista, Citicorp would buy a 25.5 per cent share of

CableVision from current owner, US cable group TCI, and an additional 38 per cent from businessman Mr Eduardo Eurnekian for an estimated \$600m.

Officials close to the negotiations said Citicorp was also in talks to buy a 40 per cent stake in the television, print and radio empire owned by Grupo Federal de Comunicaciones for \$200m - although they denied local

reports that a deal had already been struck.

Citicorp already jointly controls Telefonica Argentina, one of the country's two telephone operators, with Spain's Telefonica. With deregulation of the telecoms sector scheduled for 2000, it wants to offer clients integrated packages to include not only telephone services but cable, internet and data transmission.

Citicorp has been involved in acquisitions and sales of \$1.5bn - representing nearly half its assets - in the past year in order to focus on the telecoms sector.

It has sold its pulp and paper and gas interests and is expected to sell another \$100m in gas assets in the coming month, said Mr Andrew Pitchon, head of research at Salomon Brothers Argentina.

AMERICAS NEWS DIGEST

Jobs rejects Apple posts

Mr Steve Jobs, co-founder of Apple Computer, said he had rejected invitations from Apple's board of directors to become chairman or chief executive of the struggling personal computer maker. In a message to employees at Pixar, the film animation production company where Mr Jobs is chief executive, he said he had been asked first to become chief executive of Apple, but had declined. "Then they asked me to be the chairman. Again I declined... I have no plans to leave Pixar."

While Mr Jobs' statement was aimed at quelling concerns among Pixar employees, it highlighted the uncertainties surrounding Apple's future. Apple's shares were down slightly in mid-session yesterday, at \$17.4.

Louise Kehoe, San Francisco

■ HEAVY OIL EXTRACTION

Suncor plans C\$2.2bn upgrade

Suncor Energy, Canada's fourth largest producer of oil and gas liquids, is to invest C\$2.2bn (US\$1.59bn) to double its existing heavy oil extraction and upgrading facilities, and increase production by nearly 2.5 times current levels. The C\$2.2bn is in addition to the C\$600m projects underway at Suncor's oil sands facility in Fort McMurray, Alberta. With the latest investment, Suncor expects to increase its oil sands production from the current 55,000 b/d to 210,000 b/d by 2002.

The first phase of the latest investment will be a C\$190m upgrade of the oil sands plant that will gradually increase production to an estimated 130,000 b/d by 2001. Regulatory review is expected to begin this summer and construction is scheduled to begin in 1999.

Scott Morrison, Vancouver

■ OIL

PDVSA in technology pact

PDVSA, the Venezuelan state oil company is taking a new oil refining technology to the international market through a strategic alliance with Foster Wheeler and UOP, the US technology and engineering concerns. Intevep, the Caracas-based research division of PDVSA, was yesterday scheduled to sign an agreement with the two companies to commercialise its Aquaconversion technology worldwide.

"It's a breakthrough in refining technology," said Mr Luis Padron, president of Intevep. "We have successfully tested its commercial application at our refinery in Curacao. It is a low cost, non-toxic technology."

Aquaconversion permits upgrading of heavy crude oils and residuals using a catalyst and steam. It has two commercial applications. One is to revamp the thermal cracking units of oil refineries to produce higher distillate yields. The other is to process heavy crude oil into lighter oil "at site", at the oil field. This would allow the oil to be transported by a conventional oil pipeline without heating it or adding diluents, which are costly methods currently employed.

Raymond Coletti, Caracas

■ AIR CANADA

Boeing and Airbus vie for order

Boeing and Airbus are competing for an Air Canada order for at least nine aircraft worth an estimated C\$1.35bn (US\$978m). Air Canada has refused to comment on its plans, but industry analysts expect the airline to make an announcement as early as next week about plans to replace ageing Boeing 747s.

Mr Errol Weaver, of Boeing Canada, confirmed that Air Canada was looking at the new Boeing 777 and the competing Airbus A340. Both aircraft cost about C\$150m each, but analysts say the makers are likely to offer steep discounts in order to win the bid.

Scott Morrison

■ CANADIAN AIRLINES

Lower costs bring return to black

Canadian Airlines has posted a second-quarter profit of C\$2.6m (US\$1.88m), the company's first quarterly profit since 1990, due to lower operating costs associated with a restructuring plan. The company reported a loss of C\$1.7m in the second quarter last year. Revenue for the period declined to C\$770.8m, from C\$786.9m last time, but operating costs fell from C\$788.8m to C\$745.2m. The company also reported a one-time gain of C\$1.2m from the sale of equipment. Canadian cut its least profitable routes and has redeployed its fleet to focus on linking destinations in Asia and the US via the airline's new Vancouver hub.

Scott Morrison

Republic of Moldova

Privatisation of Public Telecommunications Network

The Republic of Moldova, pursuant to the Law on the State Privatisation Programme for 1995 - 1996 and Government Resolution 628 on the Reorganisation and Privatisation of Moldtelecom, invites potential investors to take part in an open international tender to acquire a significant minority shareholding through a capital contribution to the Moldovan Telecommunications Company (Moldtelecom) and the purchase of government shares. Moldtelecom, as operator of the Republic of Moldova's public telecommunications network, will have an exclusive authorisation until 2005 on international and domestic long distance and local basic telecommunication services carried out on the public network.

The Information Memorandum is available, at a cost of US\$1,000 payable to the Ministry of Communications and Informatics from:

Mr Iurie Bors

Office 334/341

Ministry of Communications and Informatics
134 Stefan cel Mare Ave, MD 2012, Chisinau, Republic of Moldova

Tel: 373 2 54 62 43 Fax: 373 2 54 62 29

Payment for the Information Memorandum should be to the Ministry of Communications and Informatics' Bank Account

Exim Bank of Moldova

6, Stefan cel Mare Ave, MD 2001, Chisinau, Republic of Moldova

Account 07000193 Ref Privatisation TIN: 082163111 SWIFT: EXMMMD 22

Correspondent Banks:

Credit Lyonnais

New York, U.S.A.

(US\$)

Acc: 01. 23854. 0001. 00 UID 351182

Commerzbank

Frankfurt am Main, Germany

(DM)

Acc: 400 58 68 580

Horizon Energy Development, Inc.
A Subsidiary of National Fuel Gas Company, Inc.

Has acquired a strategic stake in

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NOTICE OF BLYVOOR OPTION SCHEME MEETING

In the High Court of South Africa
(Witwatersrand Local Division)
In the ex parte application of
Blyvooruitzicht Gold Mining Company Limited
(Incorporated in the Republic of South Africa)
(Registration number 05/02420/06)

Case No 87/17861

Notice is hereby given that in terms of an Order of Court, dated Tuesday, 1 July 1997 in the above matter, the High Court of South Africa (Witwatersrand Local Division) ("the Court") has ordered in accordance with the provisions of section 31(1) of the Companies Act, 1973 ("the Act"), that a meeting ("the option scheme meeting") of the holders of options issued by the Applicant registered as well as at the close of business on Wednesday, 27 August 1997 ("the option scheme members") be convened under the chairmanship of Alan Cecil Farnesh, a partner in Edward Nathan & Friedman Inc, attorneys of Johannesburg, or, failing him, an independent attorney or advocate nominated by Bowman, Giffen, Hayman, Godfrey Inc, for the purpose of considering and, if deemed fit, agreeing to or without modification, the scheme of arrangement ("the option scheme") proposed by Durban Roodepoort Deep, Limited (registration number 01/00926/08) ("Durban Deep") between the Applicant and the holders of its issued options ("the scheme options").

The option scheme meeting will be held in the boardroom of Randgold & Exploration Company Limited, 5 Press Avenue, Siby, Johannesburg on Thursday, 28 August 1997 at 15:00 or 10 (ten) minutes after the conclusion or adjournment of the general meeting of the Applicant's shareholders which has been convened to be held at 14:30 at the same venue and on the same date, whenever the latter time.

Copies of the option scheme, the explanatory statement in terms of section 31(2)(1) of the Act explaining the option scheme, the notice convening the option scheme meeting, the form of proxy to be used at the option scheme meeting and the Order of Court convening the option scheme meeting are included in the documents which have been sent to option scheme members and copies may, on request by any option scheme member, be furnished during normal business hours at the registered offices of the Applicant and Durban Deep, both at 5 Press Avenue, Siby, Johannesburg and at the office of the secretaries of the Applicant and Durban Deep in the United Kingdom, Viaduct Corporate Services Limited, 19 Charterhouse Street, London, EC1N 8QP and at the office of the chairman of the option scheme meeting at 4th Floor, The Forum, 2 Maude Street, Sandton, Gauteng. Copies of the documents may be obtained free of charge from the Applicant, Durban Deep and their secretaries in the United Kingdom at the places mentioned above.

Each option scheme member may attend, speak and vote in person at the option scheme meeting or may appoint any other person or persons (who need not be option holders of the Applicant) as a proxy or proxies to attend, speak and vote in such option scheme member's place.

The necessary form of proxy (yellow) is included in the documents which have been sent to option scheme members. Additional forms of proxy may be obtained on request from the registered offices of the Applicant, Durban Deep and their secretaries in the United Kingdom as set out above.

Each signed form of proxy must be lodged with or posted to Optimum Registers (Proprietary) Limited, 4th Floor, Edusa House, 41 Fox Street, Johannesburg, 2001 (PO Box 6281, Marshalltown, 2100) in South Africa or the United Kingdom register, The Royal Bank of Scotland plc, Registrars Department, PO Box 82, Chipping Sodbury, Gloucestershire, GL1 8RH, UK, or as to be received by the Royal Bank of Scotland plc, Registrars Department, 4th Floor, Edusa House, 41 Fox Street, Johannesburg, 2001 (PO Box 6281, Marshalltown, 2100) on or before 27 August 1997 or may be handed to the chairman of the option scheme meeting by no later than 10 (ten) minutes before the time for which the option scheme meeting is convened.

Where there are joint holders of scheme options, any one of such persons may vote at the option scheme meeting in respect of such options as if he was solely entitled thereto, but if more than one of such joint holders are present or represented at the option scheme meeting, that one of the said persons whose name stands first in the Applicant's option register in respect of such options or his proxy, as the case may be, shall alone be entitled to vote in respect thereof.

In terms of the Order of Court, the chairman of the option scheme meeting is required to report the results thereof to the Court at 10:00 or as soon thereafter as Counsel may be heard on Tuesday, 27 August 1997. However, as the option scheme meeting will be held on Thursday, 28 August 1997, the chairman of the option scheme meeting is required to report the results thereof to the Court to be extended to Tuesday, 5 September 1997 at 10:00 or as soon thereafter as Counsel may be heard. A copy of the chairman's report to the Court will be available on request (free of charge) to any option scheme member at the registered offices of the Applicant and Durban Deep, at the office of their secretaries in the United Kingdom and at the office of the chairman of the option scheme meeting during normal business hours at the places mentioned above for at least one week before the date fixed by the Court for the chairman to report back to it.

The option scheme is subject to the fulfilment of certain conditions precedent stated in the option scheme, one of such conditions being its sanction by the Court.

Alan Cecil Farnesh
Chairman of the option scheme meeting

Attorneys to the option scheme, Bowman, Giffen, Hayman, Godfrey Inc,
2nd Floor, Ten Saxe Six Building, on Hanover and Prinsep Streets, Johannesburg, 2001
(PO Box 6281, Marshalltown, 2100), Tel: (011) 881-8800 or (011) 886-2811
(Fax: 011 881-8800, 881-8801)

COMPANIES AND FINANCE: ASIA-PACIFIC

Lehman scales back in Tokyo

By Gillian Tett in Tokyo

Lehman Brothers, the US investment bank, yesterday cut staff in its Tokyo operations and scaled down some of its equity business.

The move contrasts with many foreign groups in Tokyo which are seeking to expand their presence ahead of Japan's planned "Big Bang" financial deregulation.

J. P. Morgan, for example, is increasing its numbers after purchasing a seat on the Tokyo Stock Exchange. However, Lehman Brothers' decision comes amid growing expectations that Big Bang will

both Japanese companies and foreign brokers in Tokyo.

Margins in traditional equity business are expected to be squeezed as planned deregulation brings about lower commissions and a rise in the number of brokers.

Lehman Brothers, which has been involved in brokerage business in Japan for almost decade, reported a pre-tax loss of Y1.6bn (Slam) in Tokyo operations in the 1996 fiscal year to the Japanese government. This was the third-largest loss out of 22 securities firms which submitted figures to the government. NatWest reported a loss of Y2.5bn, while BNP

reported a loss of Y3.8bn.

Lehman Brothers said it planned to move into new, higher-margin businesses, focusing on areas to be liberalised as part of Big Bang. These are likely to include derivatives, securitisation and other balance sheet restructuring services.

The group will also cut its equity research and trading in Japan. Yesterday it reduced its 450-strong by about 10 per cent.

Mr Jarett Wait, chief operating officer for Lehman Brothers Japan, said: "We are adding resources to the businesses... most profitable to the company, while paring back in some low-return, resource-intensive areas that are becoming

increasingly commoditised."

The anticipated falls in commissions are expected to hurt smaller Japanese brokers in particular. However, although foreign groups have recently been winning more business from Japanese companies, some see the trend forcing a shake-out among foreign houses as well. One US investment banker said: "The big players will probably get bigger – but some of the smaller ones may struggle."

In June, foreign houses recorded a market share of 27.4 per cent of the Tokyo Stock Exchange – 10 percentage points higher than a year earlier.

San Miguel bolstered by disposal

By Neri Tenorio in Manila

San Miguel, the Philippine food and beverage conglomerate, posted a 20 per cent advance in first-half net profit from 2.41bn pesos a year earlier to 2.85bn pesos (\$100m), largely as a result of the sale of a brewery site in Jakarta.

However, net income before non-recurring items totalled only 2.72bn pesos.

The gain from the disposal more than compensated for the 37 per cent fall in operating income from 4.36bn pesos to 2.73bn pesos, and for the 8 per cent decline in consolidated net sales from

41.9bn pesos to 38.5bn pesos. San Miguel attributed the drop in operating income to the separation of its Coca Cola Bottlers Philippines Inc (CCBPI) from the group in April, after a deal in which San Miguel swapped 70 per cent of its stake in the bottling company for a 25 per cent share in Coca-Cola Amatil of Australia.

Domestic beer sales fell 5 per cent by volume and resulted in a 1 per cent drop in revenues to 12bn pesos in the first six months. Operating income from local beer operations fell 26 per cent to 1.37bn pesos. International beer reve-

nues grew 3 per cent to 3.25bn pesos, but San Miguel said its international beer operations posted an operating loss of 480m pesos, up from the 191m pesos loss in the same period of 1996.

The increased deficit resulted from increased spending on distribution and brand development, particularly in China.

Higher liquor prices and increased sales of mineral water boosted sales of another unit, La Tondena Distillers, by 22 per cent, from 3.65bn pesos to 4.65bn pesos. Its operating income soared 51 per cent, from 485m pesos to 735m pesos.



Bottling San Miguel beer: domestic sales volume fell 5%

Hope springs eternal for the brothers Liu

Sichuan province is home to more than 100m pigs and, not coincidentally, the Hope Group, China's largest feedgrain business and the country's most successful private enterprise.

Over the past 15 years, the four brothers Liu, who started out hawking quails and chickens in western China, have built a company with sales last year of Yn5.2bn (\$627.2m).

But the burdens of success are starting to show.

Hope Group has postponed its planned Hong Kong listing indefinitely because "conditions are not ripe," says Mr Liu Yonghao, the company's president. He is planning instead a more modest offering on the Shenzhen stock market for mainland Chinese investors.

The group intends to raise more than Yn400m on the Shenzhen A share market – A shares are reserved exclusively for domestic buyers – later this year by offering 10 per cent of the equity in New Hope Group, the spin-off from Hope that is predominantly owned and controlled by Mr Liu Yonghao himself.

The revised plans reflect both the family strains that have emerged as the group has become more affluent and the competitive pressures that Hope faces, as domestic and international rivals have flooded into the Chinese feed market.

The establishment of Mr Liu Yonghao's New Hope Group was part of a realignment within the group, which has seen each brother emerge with his own feedlot over the past 18 months.

Mr Liu, the youngest brother, insists: "We are not splitting. It is a joint internal restructuring that allows each of the brothers to pursue their own interests."

But observers suggest that

divergent business philosophies, particularly between

Yongxing, the chairman and

Yonghao, the president,

were one of the factors behind the "restructuring". Mr Liu Yonghao, who is a member of the Chinese Political Consultative Conference, a parliamentary "upper house", believes in pursuing business opportunities that arise from a mutually beneficial relationship with the state.

This year, New Hope will manage the purchase of a dozen failing state-owned feedgrain factories, expanding market share at a lower cost, Mr Liu says, rather than building new facilities.

His elder brother, he acknowledges, believes in pursuing a more independent, strictly commercial route in China's emerging private sector. Nevertheless, Mr Liu Yonghao says all critical decisions, including the estimated Yn200m acquisition of defunct state enterprises and the plan to invest Yn1bn in property over the next five years, are still taken together.

The diversification of the family businesses is also symptomatic of the stiff competition in the feedgrain market.

Hope cut feed prices by 10-25 per cent earlier this year as part of a price war with one of its rivals, Shanghai Daqiang. Mr Liu said Hope could produce feedgrain at the lowest prices in China and could afford to reduce prices further.

He is confident that feedgrains will remain the "key profit centre" for Hope, as the millions of increasingly affluent Chinese become accustomed to eating meat regularly, thereby swelling demand for feed. "In the next five years to 10 years," he says, "we aim to be not only China's, but the world's largest feed company."

James Harding

PLDT beats forecasts with 28.6% interim rise

By Neri Tenorio

Philippine Long Distance Telephone, the country's largest telecoms operator, exceeded expectations in the first six months with a 28.6 per cent rise in net income from 2.92bn pesos a year earlier to 3.75bn pesos (\$130m).

The results were boosted by profits of 703.1m pesos from an acquisition made by PilTel, PLDT's mobile phone affiliate. The gain more than offset a 585m pesos redundancy payment.

Earnings per share rose from 21.19 pesos to 28.41 pesos, and fully diluted earnings per share increased from 20.99 pesos to 27.50 pesos.

"Without the unusual items, net income for the first half of 1997 would be 3.6bn pesos, or 24.6 per cent higher than that of the same period in 1996," PLDT said.

"The group did very well. It was above what we were expecting," said Mr Russell

Ong, analyst at Anscor Hagedorn Securities.

Operating revenues rose 15.2 per cent to 15.91bn pesos. The company attributed the increase to higher year-on-year growth in domestic call volumes following the installation of additional telephone lines, which now total 1.57m compared with 1.29m a year earlier. Operating expenses climbed from 8.55bn pesos to 9.23bn pesos on investment in facilities and expansion.

International toll revenues were, however, flat at 8.1bn pesos as gains from greater call volumes and the slight depreciation of the peso were offset by losses from reduced international accounting rates and a promotional pricing programme.

Mr Edgardo del Fonse, chief finance officer, said that because of the depreciating peso, the company may increase its basic local rates in September from the

current monthly average of 24.27 pesos for residential users and 55.8 pesos for business customers.

Under government guidelines, PLDT and PilTel are authorised to adjust their rates according to foreign exchange fluctuations. Mr Del Fonse said the proposed rates would mean a 10.52 per cent increase for residential users and a 11.39 per cent rise for business customers.

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ASIA-PACIFIC NEWS DIGEST

Korea carmakers buy into Kia Steel

Hyundai and Daewoo yesterday agreed to help rescue South Korea's troubled Kia car group by taking a combined two-thirds stake in its loss-making steel unit. The move by Korea's two largest carmakers was seen as attempt to protect third-ranking Kia against a possible takeover bid by Samsung, a new entrant in the domestic car industry. The move by Hyundai and Daewoo to purchase an one-third stake each in Kia Steel will ease financial pressure on Kia as it negotiates with creditor banks on emergency loans to stave off threatened bankruptcy. Kia, which had put the steel unit up for sale in an effort to raise capital to help repay its \$10.7bn debts, will retain a one-third stake.

Kia officials called the deal a breakthrough, while Hyundai and Daewoo said Kia Steel was an important source of specialty steel for the Korean car industry and should be saved. The three carmakers will form a consortium to manage Kia Steel, but details are still subject to negotiation.

Analysts blame Kia Steel and the construction and commercial vehicle subsidiaries for the financial problems that have pushed Kia close to bankruptcy – the three loss-making affiliates account for half of Kia's total debt.

Kia is scheduled to meet today with its creditors to discuss a new restructuring plan after the banks rejected earlier proposals as inadequate. The banks are demanding that Kia executives resign and that Asia Motors, the commercial vehicles unit, be sold. Kia could be forced into bankruptcy if the banks are dissatisfied with its proposals.

John Burton, Seoul

■ CHINA SOUTHERN

Shares up 3.7% on HK debut

Shares in China Southern, one of China's three biggest airlines, rose 3.7 per cent on their debut on the Hong Kong stock market yesterday. The shares closed at HK\$4.875, against a 2.4 per cent gain for the benchmark Hang Seng index. The H-shares – Hong Kong-listed stock of mainland state-owned enterprises – were offered at HK\$4.70, net of charges. In the mainland's biggest public offering to date, China Southern raised US\$631.1m through a dual listing in Hong Kong and New York.

Brokers said the debut performance was good given the weak take-up of shares offered in Hong Kong. Of the total international offering of 1.03bn shares, 71m were offered in Hong Kong and this tranche was just two-and-a-half times oversubscribed. Investors may also have been encouraged by the support of Hong Kong companies – including two controlled by Mr Li Ka-shing – which took early stakes in China Southern. Louis Lucas, Hong Kong

through Terry Hall, Wellington

■ NEW ZEALAND

Tranz Rail ahead 23%

Tranz Rail, the New Zealand railway and shipping company, announced a 23 per cent lift in net profit to NZ\$60.6m (US\$39.4m) for the year to June 30 which the company said was due to lower interest costs, tax benefits and a modest rise in revenue. The company, which is controlled by US group Wisconsin Central, said the fall in operating profit of NZ\$24.7m to NZ\$36.6m was largely because of redundancy costs. Earnings in the fourth quarter were steady at \$15.9m reflecting the continued softness in the New Zealand economy. Operating costs for the year were NZ\$493.3m, against NZ\$460.8m.

Terry Hall, Wellington

■ HONG KONG

China Everbright Tech suspended

Shares in China Everbright Technology, one of the Hong Kong-listed arms of the acquisitive China Everbright Holdings, were suspended yesterday ahead of a company announcement. Market speculation suggested the group, which is ultimately controlled by China's State Council, is to take stakes in Chevalier (OA) International, a Hong Kong-listed office equipment company, and its affiliate Chevalier International Holdings.

This would mark the latest in a group spending spree which began in May with the HK\$1.138bn (US\$1.47bn) acquisition of an 8 per cent stake in Hongkong Telecom, the territory's dominant carrier. China Everbright International, another Hong Kong-listed arm, last month raised HK\$340m through a rights issue, mainly to

COMPANIES AND FINANCE: EUROPE

Brussels names date for GAN sale

By Andrew Jack in Paris

The clock has started ticking towards the privatisation of GAN. After the French election this spring threw the sale of the troubled state insurer into doubt, the process has begun again.

The decision on Wednesday by the EU's competition authority to approve a recapitalisation plan by the French state has been firmly linked to a 'sell-off' in the coming months. But it has attached some significant additional conditions to vex potential buyers.

While the outgoing government had suggested a

sale of the constituent parts of GAN could take place by the end of 1997, the EU has set a deadline of June 30 next year at the latest.

That gives GAN only limited breathing space to prepare for the privatisation, after an injection of state funding to make good its deficits and recapitalise its subsidiaries which should be agreed ahead of its annual general meeting pushed back to September.

US investment funds which have been buying property assets and lending portfolios in France may be among the potential candidates for the acquisition of

UJS and UIC, GAN's property interests, given guarantees against losses.

Analysts argue that GAN's core insurance business still requires restructuring. But there has been no shortage of candidates expressing interest at the right price.

Purchasers face one tough obligation set by the EU: to reduce by June 1999 GAN's international turnover by 50 per cent over the level shown in its accounts at the end of 1996.

However, the most closely-watched question will be whether an eventual sale of GAN will be tied to that of its CIC banking arm, which

is France's fifth-largest commercial bank. GAN has always fought to maintain a shareholding, notably to control distribution agreements for the sale of life and non-life products in CIC's branches.

This option might be

attractive to a large financial services group interested in both banking and insurance. But some potential candidates would prefer to buy CIC without any strings attached, such as Société Générale and Banque Nationale de Paris, which bid for the bank in a previous abortive sell-off attempt pulled last year.

While carefully nuanced, the EU seems keen to leave all options open, stressing GAN and CIC could be sold separately or together, with officials attempting to ensure the conditions in any tender document do not restrict the number of potential acquirers.

That leaves residual question: the ultimate costs to the French taxpayer of GAN's heady commercial policies over the past few years. The EU has capped aid at FFr24bn (US\$3.87bn). Judging by past experience in other recent rescues, the final bill may yet grow considerably higher.

Europe's insurers set for shake-out

The GAN sale promises to ignite a wave of consolidations that could reshape European insurance markets.

Spurred by increased competition, and conscious of the need to build critical mass to cut costs and boost bargaining power, insurers are battling for market share.

Several mergers between domestic rivals - Axa with UAP in France, and Royal Insurance with Sun Alliance in the UK - have already whetted appetites for a broader restructuring.

There have been few cross-border deals to date. But with the planned introduction of monetary union in Europe less than two years away, companies are weighing the advantages of having a strong presence in several European markets.

Potential buyers, for France's troubled state insurer are already lining up, eager to access its market share and strong distribution. Among the leading contenders are Assurances Générales de France, Allianz of Germany, and a partnership of insurers called Eureko.

Mr Antoine Jeancourt-Galigani, chairman of AGF, says competition across Europe, and particularly in France, has intensified since the EU introduced directives three years ago to speed deregulation.

"A lot of new suppliers have come on to the market. Bancassurance is probably more developed than elsewhere and the rules of the game with reinsurers are changing. They're now competing with the insurers."

Analysts say the French market is undergoing a transformation. While it is



still dominated by networks of tied agents serving local insurers, most of the state-owned monopolies in financial services have already been privatised.

Competitive pressures are also building in other countries. Healthy returns from investment in capital markets have left many European insurers flush with cash. But a growing proliferation of companies offering products is beginning to erode margins and shareholder returns.

Banks have already made huge inroads into insurance with their strong retail presence, and the number of companies selling policies over the telephone has swelled. Prices have plummeted in the UK and are under pressure in other countries.

With organic growth increasingly difficult to achieve and greater importance now attached to cutting costs, the way forward for many will be to re-enter market share by acquisition.

Allianz, facing a new assault in its home market from the merger announced last month between Munich Re's Hamburg-Mannheimer subsidiary and Victoria Insurance, has been eyeing the French market for some time.

Earlier this year, it acquired Allianz Via Holding, an insurer jointly controlled with the Navigation Mixte conglomerate that has since been bought by Paribas. It already had a joint venture with Crédit Lyonnais.

Analysts say the restructuring could take years. But the forces driving it are as strong and consolidation is inevitable.

Christopher Adams and Andrew Jack

in GAN, there will be several discontented losers once the sell-off is completed. They will be looking for substitutes.

AGF has the most to lose.

A foreign insurer taking

such a strong position in the French market would pose considerable problems.

Already subject to share price fluctuations on speculation that it too, is relatively small, AGF could prove a tempting target for a big competitor.

Other deals could follow

should AGF win the impending auction for GAN.

The restructuring of France's Worms conglomerate has led to

to increasing speculation that Athena, its insurance subsidiary, may soon be sold.

Candidates include Italy's Generali, which has freed itself to make other investments in France after untying a cross-participation with Axa in 1996. It has

Li4,500bn (\$2.5bn) to spend on acquisitions in France and Germany as part of efforts to double its

market share over the next three years.

However, Mr Jacques Blondel, chairman of Scor, the French-based reinsurer, argues that although Europe is entering a phase of mergers, he sees a growth in the absolute number of insurers, as niche businesses are created and joint ventures established. "There is more of a recomposition than a consolidation in Europe," he says.

Analysts say the restructuring could take years. But the forces driving it are as strong and consolidation is inevitable.

Christopher Adams and Andrew Jack

International Bank for Reconstruction and Development ECU 50,000,000 Floating Rate Notes due 2002 In accordance with the provisions of the Notes, each Note will bear interest at the Rate of Interest for the Interest Period ending 1st October, 1997 has been fixed at 7.075% per annum. The interest accrued for the period from 1st August 1997 to 31st December 1997 will be ECU 47.37 per ECU 50,000 Floating Rate Note, and ECU 547.35 per ECU 100,000 Floating Rate Note, due 31st December 1997 against presentation of Coupon No. 22. Union Bank of Switzerland London Branch Agent Bank 20th July, 1997

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CIB HUNGARIA BANK Ltd.
Budapest

as the Fiscal Agent of the Floating Rate Bonds due 1999 issued by the European Bank for Reconstruction and Development, inform the Bondholders that the Rate of Interest for the Interest Period between 5 August 1997 and 5 February 1998 is 21.6% p.a., while the Coupon Amount for a Bond of face value of HUF 100,000 is HUF 10,890.

NOTICE OF EARLY REDEMPTION
Südwesidentische Landesbank Girozentrale
DM 22 from 1995/2005 Bearer Notes
(the "Instruments")
(ISIN DE000459236)

NOTICE IS HEREBY GIVEN that, in accordance with Condition 6.04 of the relevant conditions of the Instruments, the Issuer will redeem all of the outstanding Instruments on 15 August 1997 at their principal amount together with accrued interest to the date fixed for redemption (the "Redemption Amount").

The Redemption Amount will be credited to the Instrumentholders through their custodian banks.

Stuttgart, 1 August 1997
Südwesidentische Landesbank Girozentrale

FIDELITY WORLD FUND
Société d'Investissement à Capital Variable
Kansallis House, Place de l'Étoile,
B.P. 2174, L-1021 Luxembourg
RC B 9497

NOTICE OF ADJOURNED EXTRAORDINARY GENERAL MEETING

As the Extraordinary General Meeting of July 14, 1997, did not reach the quorum of 50% required by law, notice is hereby given that an Extraordinary General Meeting of Shareholders of Fidelity World Fund SICAV ("the Company") will be held at the registered office of the Company in Luxembourg on August 18, 1997 at 11.00 a.m., or on any adjourned date, to consider the following agenda:

- To resolve to liquidate Fidelity World Fund.
- To appoint Fidelity Investments Luxembourg S.A. as the Liquidator and to determine the powers to be granted to the Liquidator and the liquidation procedure.
- To fix the date of the second Shareholders' Meeting to hear the Report of the Liquidator and to appoint Coopers & Lybrand as the Auditors of the Company.
- To fix the date of the third Meeting of Shareholders to hear the Report of the Auditor and to decide the close of the Liquidation of the Company.

No quorum of shares present or represented at the Meeting is required in order to deliberate validly on the agenda. A decision in favour of the Resolution no. 1 of the agenda must be approved by Shareholders holding at least 2/3 of the shares represented at the Meeting.

Subject to the limitations imposed by the Articles of Incorporation of the Company with regard to ownership of shares which constitute in the aggregate more than three percent (3%) of the outstanding shares, each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

Dated: February 19, 1997
By Order of the Board of Directors

Fidelity Investments

By Citibank, N.A. Corporate Agency and Trust Agent Bank

Notice to the Holders of
US\$150,000,000 Undated Subordinated
Guaranteed Variable Rate Notes
(the "Notes")
of

Fuji Bank International Finance N.V. (the "Issuer")

Guaranteed on a subordinated basis by the Fuji Bank, Limited

NOTICE IS HEREBY GIVEN THAT, in accordance with Condition 8.01 of the Notes, the Issuer has elected to redeem all of the outstanding Notes at their principal amount on the next Interest Payment Date, 3rd September 1997.

Payments of principal and interest in respect of the Definitive Notes will be made at any specified office of any of the Paying Agents listed below against presentation and surrender of the Definitive Notes and Coupons. Such payments will be made by US dollar cheque drawn on, or by transfer to a US dollar account maintained by the bank with a bank in New York City, subject in all cases to any fiscal or other laws and regulations or orders of court applicable thereto in the place of payment but without prejudice to the provisions of Condition 8 of the Notes. All unmatured Coupons pertaining to the Definitive Notes, whether or not attached thereto, shall become void and no payment will be made in respect of such Coupons. Claims for payment of principal will become void ten years, and claims for payment of interest will become void five years, after the Relevant Date as defined in Condition 6 of the Notes.

PAYING AGENTS
Fuji Bank (Luxembourg) S.A.
29 Avenue de la Porte-Nevre,
L-2327 Luxembourg.

The Fuji Bank Limited,
River Plate House,
7-11 Finsbury Circus,
London, EC2M 7DH.

Fuji Bank (Schweiz) AG,
Tiefenbrücke 6,
8001 Zurich.

INTERMARKET FUND
Société Anonyme

Registered Office: 2, Boulevard Royal, L-1953 Luxembourg

R.C. LUXEMBOURG B-6522

Shareholders are hereby convened to:

- Submission of the Reports of the Board of Directors and of the Auditor;
- Approval of the Statement of Net Assets and of the Statement of Operations for the year ended as at March 31, 1997; Allocation of the net results;
- Discharge to the Directors;
- Statutory Appointments;
- Miscellaneous.

The Meeting originally convened for July 11, 1997 could not validly deliberate due to lack of documents.

Shareholders are advised that no quorum is required for the items of the agenda of this Meeting and that decisions will be taken at the majority of the votes expressed by the shareholders present or represented at the Meeting.

In order to attend the meeting the owners of bearer shares have to deposit their shares five days clear before the meeting at the offices of Banque Internationale à Luxembourg, 69, route d'Esch, L-1470 Luxembourg.

THE BOARD OF DIRECTORS

Republic of Croatia

Floating Rate Amortising Bonds (the "Bonds")

Series A Due 31 July 2010

Notice is hereby given that the Rate of Interest has been fixed at 6.625% and that the interest payable on the relevant Interest Payment Date January 30, 1998 against Coupon No. 3 will be US\$33.68 in respect of US\$1,000 nominal of the Notes.

Agreement 1, 1997 London
by Citibank, N.A. Corporate Agency and Trust Agent Bank

CITIBANK

ORDER OF COURT

Case No 97/1781

In the High Court of South Africa
(Witwatersrand Local Division)
Johannesburg, 1 July 1997
before the Honourable Mr Justice Hussain
In the ex parte application of
Blyvooruitzicht Gold Mining Company Limited
(incorporated in the Republic of South Africa)
(Registration number 01/00626/06)

Upon the motion of Counsel for the Applicant and upon reading the notice of motion and the other documents filed on record: it is ordered that:

1. the following meetings ("the scheme meetings") in terms of section 311 of the Companies Act, 1973 ("the Act") be convened by the chairman referred to in paragraph 2 ("the chairman"), who shall fix the relevant times, dates and places

of the meetings:

1.1 a meeting ("the share scheme meeting"), in terms of the Act of the shareholders of the Applicant, other than Durban Deepcoepen Deep, Limited (registration number 01/00626/06) ("Durban Deep"), registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the day of the share scheme meeting ("the share scheme meeting") proposed by the Applicant and its shareholders (other than Durban Deep) registered as such on the record date of the share scheme meeting;

1.2 a meeting ("the option scheme meeting"), in terms of the Act of the shareholders of the Applicant, other than Durban Deep, registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the day of the option scheme meeting ("the option scheme meeting") proposed by the Applicant and its option holders registered as such on the record date of the option scheme meeting;

1.3 a meeting ("the option scheme meeting"), in terms of the Act of the shareholders of the Applicant, other than Durban Deep, registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the day of the option scheme meeting ("the option scheme meeting") proposed by the Applicant and its option holders registered as such on the record date of the option scheme meeting;

2. Alan Cecil Feinstein, a partner in Edward Nathan & Friedman Inc, or, failing him, an independent attorney or advocate nominated by Bowman Gilligan Hayman Godfrey Inc, be and is hereby appointed as chairman of the scheme meetings;

3. the chairman of the scheme meetings be and is hereby appointed as chairman of the scheme meetings;

COMPANIES AND FINANCE: UK

Logica rights for network systems buy

By Chris Gresser

Logica, the software group, is acquiring network systems company, Aldiscon, for £51m (\$83.1m), which it is funding via a rights issue.

The announcement caused Logica shares to rally, closing up 60p to 750p, following a profits warning earlier this summer which knocked more than 15 per cent off

the company's market value.

Logica estimated pre-tax profits for the year ended June 30 1997 will rise 14 per cent to £28.1m, in line with analysts' revised forecasts.

A final dividend of 5.8p will be recommended, giving a total up from 7.5p to 9.4p.

The acquisition is expected to boost earnings in its

first year by a couple of percentage points, according to analysts.

Following the deal, some 20 per cent of Logica's business will be telecoms related, compared with 11 per cent now.

Mr Read said the acquisition "will enhance Logica's ability to develop and deploy repeatable software solutions in the telecommunications sector."

The acquisition is being

funded by a 1-for-7 rights issue at 605p a share, which will raise £52.5m net of expenses. The issue is underwritten by Close Brothers and Hoare Govett.

Mr Read said the acquisition "will enhance Logica's ability to develop and deploy repeatable software solutions in the telecommunications sector."

It also provides substantial opportunities to market Logica's systems integration services to Aldiscon's client base."

Aldiscon provides service centres which allow mobile phone users to receive short messages, ranging from updates on traffic jams to e-mails.

The private company, based in Ireland, reported doubled turnover for 1997 of £230.1m on which it made pre-tax profits of £23.5m.

Aldiscon's two senior executives, Mr Larry Quinn, managing director, and Mr Gilbert White, chief executive, who together own a quarter of the company's equity, are staying with the group.

The other vendors include two business angels, banks and the Irish Development Agency.

Any extra dividend will need to be negotiated with MCI

BT static in first quarter

By Virginia Marsh

Increased competition, falling rates and the strong pound contributed to a 16.5 per cent drop in turnover from international calls at British Telecommunications in the first quarter.

BT said yesterday that international calls had contributed £39.4m (£642.2m) against £47.2m to total turnover flat at £3.79bn (£3.64bn). Pre-tax profits edged up 1.4 per cent to £288.1m (£269m) for the quarter to June 30.

Sir Peter Bonfield, chief executive, said the results - in line with market expecta-

tions - were "satisfactory" given BT's price reductions of about £230m.

The reductions had offset an 8 per cent increase, on a 12-month average basis, in international call volume. Inland volume growth was also 8 per cent, but turnover from inland telephone calls was virtually unchanged at £1.23bn.

Sir Peter said advertising this year would focus on the growing business market rather than on residential services.

Connections of business exchange lines had grown 5.2 per cent year-on-year to

7.3m while the number of residential lines had fallen 0.6 per cent to 20.3m.

"Competition is heating up," Sir Peter said. "We are clearly going to lose market share but the market as a whole is growing. Our aim is to make sure the overall picture continues to get bigger."

Increased marketing costs and overseas investments helped push up operating costs by 4.9 per cent to £2.91bn. Staff costs this year would be some £120m higher because employees holding share options, and therefore not eligible for the special dividend of 35p, would be compensated for this.

However, the company dimmed hopes in the market of a further special dividend to sweeten the cost of its proposed merger with MCI. Mr Robert Brace, finance director, said any extra dividend would have to be negotiated with the US carrier.

Analysts left full-year pre-tax profit forecasts unchanged at £3.2bn-£3.6bn, and earnings per share of about 35p, before exceptions. They said it was difficult to make projections for 1998-99 because of uncertainty over whether the merger would proceed.

RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year			
Abbey #	Yr to Apr 30	61.8	(45)	9.11	(5.22)	15.76	(11.17)	4.6	Oct 6	3.4	6.8	5.5
Allied Irish Banks #	6 mths to June 30	-	242.2	(201.1)	22.3	(18.3)	6.6	Sept 24	5.95	-	15	
Amwest #	6 mths to June 30	20.20.2	(114.30)	73.3	(32)	10.41	(8.7)	2.5X	Oct 1	2	-	5
Aystar Metal #	6 mths to June 30	22.1	(21)	1.21	(0.7)	8	(4.4)	2	Oct 1	1.5	-	1.5
BT	3 mths to June 30	3.798	(3.641)	88.14	(55.94)	9.41	(9)	-	-	-	19.856	
Coors #	6 mths to June 30	70.7	(52.7)	4	(7.8)	16.87	(14.1)	2.6	Sept 9	3.4	-	2.4
Foster (John) #	Yr to Feb 28	11.3	(12.5)	0.72	(0.25)	10.4	(10.4)	1.11	Oct 1	1.11	-	1.11
Glaxo Wellcome #	6 mths to June 30	4.103	(4.189)	1.517	(1.551)	29.7	(29.7)	15X	Oct 1	15	-	34.4X
Great Property #	6 mths to June 30	13.47	(5.532)	1.567	(0.74)	7.81	(6.18)	1.75	Oct 1	1.3	-	4.8
HughesLife #	6 mths to June 30	34.5	(36.7)	0.348	(0.26)	2.65	(2.65)	0.31	Oct 1	-	-	-
Lasmo #	6 mths to June 30	3.95	(35.9)	0.87	(1.17)	2.1	(3.9)	-	-	-	2.1	
Montezuma #	6 mths to June 30	0.017	(0.083)	0.086	(0.8)	1.13L	(10.57)	-	-	-	-	
NWF #	Yr to May 31	74.5	(67.9)	1.91	(2.57)	17.1	(22.3)	5.3	Nov 1	8	8	8
Ocean #	6 mths to June 30	570.8	(262.9)	262.8	(27)	140.5	(12.1)	5.4	Nov 3	5	-	15.2
Reckitt #	6 mths to June 30	9	(8.8)	0.02	(0.07)	0.01	(0.05)	-	-	-	-	-
Riters #	6 mths to June 30	47.2	(45.7)	1.05	(0.91)	7.8	(6.6)	3.45	Oct 3	3	-	8
Surrey Free Press #	Yr to May 31	16.4	(12.6)	2.29	(1.19)	18.87	(11.6)	1.6	Nov 29	1.25	2.85	2.25
TI	6 mths to June 30	932.6	(895.2)	112.1	(125.39)	16.1	(19.3)	5.1X	Oct 7	4.75	-	14.5
Turnover (£m)	Yr to Apr 30	17	(1)	1.784	(1)	7.02L	(1)	-	-	-	-	

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. £ Irish currency. *After exceptional charge. **After exceptional credit. □ Total income. ▲ Dividend, ▲ Dividends special. *Foreign income dividend. □ Includes stock. ▲ Second interim. *makes 4.5p to date. ▲ Trust also announced three interim of 3p each and final of at least 3.5p for current year. ■ Share paid.

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Earnings per share declined to 2.1p (3.9p).

LEX COMMENT

Glaxo Wellcome

Glaxo Wellcome is destroying shareholder value at the moment. But five years from now it could be creating more value than any other European drug stock.

The decline of the ulcer drug Zantac - about to start in earnest - means Glaxo will be hard-pressed

to beat its 9%-10 per cent weighted average cost of capital (WACC) in 1997 and 1998. This is after adjusting the figures to capitalise goodwill, R&D spending and some marketing expenses.

It is unusual in such a high-re

turn industry, underlining the effect of a patent expiry as significant as Zantac's. By 2003, however, Glaxo's return

on capital will be an astonishing 11 per cent higher than its WACC, according to forecasts from broker Deutsche Morgan Grenfell - higher than most of its rivals, including SmithKline Beecham.

This enormous turnaround is being driven by recently

launched treatments for asthma, Aids and migraine, which are increasing their sales at 30 per cent a year.

Aggressive marketing, including a big push on direct-to-consumer advertising in the US, will boost that further.

And despite flat R&D spending, improving productivity means Glaxo's pipeline is well stocked. Twelve new compounds entered development in the past six months and novel scientific techniques mean they are more likely to

make it to market than ever before.

Of course, investors must be prepared to look through

BUSINESSES FOR SALE



INVITATION TO SUBMIT BINDING OFFERS FOR THE ACQUISITION OF THE SHARES OF KERAFINA S.A.

On the basis of Article 6, para. 1 (b) of L. 2000/91 it is announced that the company KERAFINA S.A. ("KERAFINA" or the "Company") is offered for sale. The procedure to be followed is that of an international Public Tender Offering under the following terms and conditions:

A. THE OBJECT OF THE SALE

The transaction refers to the sale of 1,582,009 nominal voting shares representing 34.93% of the Company's total registered voting shares. The shareholders wishing to transfer their holdings are the INDUSTRIAL RECONSTRUCTION ORGANIZATION (I.R.O.) S.A., which holds 1,393,884 shares, the GENERAL BANK OF GREECE S.A. with 121,598 shares and the HELLENIC INDUSTRIAL DEVELOPMENT BANK S.A. (ETBA) with 86,529 shares. The offers to be submitted by interested parties must refer to the total amount of shares for offered sale.

B. SUMMARY INFORMATION

The Company was founded in 1962 and engages in the production of and marketing of vitreous china sanitary ware. It owns a plant in Kalamaki, in the Kifissia District (7km south of Athens), the production of which accounts for about 25% of domestic output. Kerafina holds a considerable share of the domestic market for sanitary ware from vitreous china. The Company's financial data over the past five years is summarily presented in the following Table (amounts in mill. drs.)

	1992	1993	1994	1995	1996
Turnover	1,175	1,196	1,381	1,659	1,706
Net profits before tax	37	4	-81	1	10
Total Assets	1,441	1,447	1,693	1,872	1,996
Total Net Worth	959	959	836	836	864

C. FINANCIAL ADVISOR TO THE IRO FOR THE SALE

The role of Financial Advisor to the IRO for the sale is assigned jointly to ETEBA S.A. (12-14 Amalias Ave. 102 36 Athens, Tel: 3296470, Fax: 3296323, Responsible: Mr. G. Koutsoudakis) and the BANK OF AMERICA NT & S.A. (39 Panepistimiou Str. 105 64 Athens, Tel: 3285227, Fax: 3241936, Responsible: Mr. Y. Bravos).

D. TERMS AND CONDITIONS FOR SUBMITTING BINDING OFFERS

1. The present tender will take place in accordance with the provisions of Article 6, para. 1 (b) of L. 2000/91 as enforced today, the terms included hereby in this invitation as well as in accordance with the terms provided for in the relative "Offering Procedures Letter", which will be made available to the interested parties from the Advisors' premises, regardless of whether such terms are repeated or not herein. Submission of an offer implies the acceptance without any reservations of these terms by the bidder. Reservations or proposals of different terms and conditions will be disregarded.

2. Interested parties are invited to submit sealed binding offers at the premises of the Athens Notary Public Mrs. Paraskevi Iakoupolou, 15 Mavromihali St. Athens 105 79, Tel: (301) 3604268, not later than 13:00 hours on Friday, September 25, 1997. The submission of the offers must be made in person or through a duly authorized for that purpose representative. Overdue offers will not be accepted and will not be taken into consideration.

3. All offers must be accompanied, on the penalty of nullity of the offer, by a Letter of Guarantee to the amount of one hundred million drs. (100,000,000 drs.) issued by a Bank legally operating in Greece, valid, in the case of low bidders until the awarding of the sale of the Company to the successful bidder and in the case of the highest bidder until the signing of the Share Purchase Contract and in any case expiring not later than January 31, 1998. The text of the Letter of Guarantee is set forth in the "Offering Procedures Letter".

4. The unsealing of the offers submitted will take place in the premises of the aforementioned Notary at 14:00 hours on Friday, September 26, 1997 and can be attended by all those who have submitted a timely offer.

5. The offers must be submitted on the basis of a final Draft Share Purchase Agreement as it will be finalised after the receipt and possible incorporation into it of any remarks by interested parties, and which will be handed to the latter by September 12, 1997 at the latest. Interested parties will have at their disposal adequate time to review and audit the Company and form their own view on its condition. The submission of an offer implies that the interested party is fully aware of the true and legal position of the Company and no additional terms will be accepted over and above those included in the final Draft Share Purchase Agreement.

6. Offers must explicitly mention the total price offered as well as the way and time (in case of instalments) of payment. A credit for the price is acceptable provided that at least 25% of the total amount offered is paid in cash upon the signing of the Share Purchase Agreement, while the rest will be payable in semi-annual or annual instalments, the first not later than a year from the signing of the Share Purchase Agreement and upon the condition that it is wholly secured by a Letter of Guarantee issued by a Bank legally operating in Greece.

7. The submitted offers must be accompanied by a Business Plan for the Company in which the interested parties must undertake a firm commitment as to the amount of investments to be realized as well as the anticipated number and time duration of job positions assumed. Both these issues will be the object of contractual commitments by the buyer.

8. The criteria for the evaluation of the offers are (a) the price offered (b) the annual number of assured job positions and (c) the amount of annual investment outlays to be realized. The evaluation system and the contribution of each of the above criteria to the final aggregate grade of each submitted offer will be made known to the interested parties, together with the "Offering Procedure Letter", available from August 4, 1997. The "Offering Procedures Letter" will also include the initial Draft Share Purchase Agreement upon which the interested parties can make comments. To be submitted to the Advisors until September 2, 1997 at the latest.

9. In case an offer provides for payment of the price on credit, its evaluation will take into account its present value, calculated by means of a fixed discount rate over the whole payment period which will equal the interest rate carried by the latest annual issue of Greek State Treasury Bills issued prior to the deadline for the submission of binding offers.

10. The buyer must accept penalty clauses for all issues in his offer related to the evaluation criteria with respect to the amount of investments to be realized and the number of job positions to be assured. The amount and the calculation method of the penalties are determined in the "Offering Procedure Letter" referred to in para. 1 above.

11. The prevailing bid will be the one to obtain the highest grade according to the evaluation system as set out in para. 8 above.

12. In the event that the person or entity to whom transfer of the Company shall be awarded breaches its obligation to appear at the place and the time to be determined by the pertinent invitation of the Sellers and to execute the respective Share Purchase Agreement on the terms set forth in this present, as well as on those included in such party's offer, as finally formulated, then the amount of the aforesaid guarantee (Letter of Guarantee) shall be forfeited for the Seller(s) on a pro rata basis, as a penalty acknowledged and accepted to be fair and reasonable, the payment of which shall in no case mitigate any additional liability of the offering party arising on the basis of the law.

13. The sellers retain the right to declare the tender process abandoned if the prevailing bid is not judged wholly satisfactory to them.

14. The sellers maintain the right to modify the terms of the present invitation, including the deadline for the submission of binding offers. If it is judged necessary, provided that the interested parties involved in the tender process are informed in writing and the publicity requirements provided for by Article 4(a), para. 3 of L. 1892/90 are adhered to.

15. Those parties participating in the present tender process and submitting an offer do not acquire any right, claim or demands from the present invitation and their participation in the tender process, against the Sellers or the Advisors for any reason or cause whatsoever.

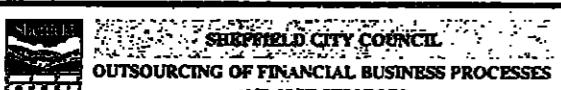
The present document has been drawn up in the Greek language and translated into English. In any case however the Greek text prevails.

Requests for copies of this invitation, the "Offering Procedure Letter" and any other information must be addressed to the Advisors as follows:

ETBA S.A.
Re: Mr. G. Koutsoudakis
14 Amalias Ave.
102 36 Athens
Tel: 3296470 Fax: 3296393

BANK OF AMERICA NT & SA
Re: Mr. Y. Bravos
39 Panepistimiou Str.
105 64 Athens
Tel: 3285227 Fax: 3241938

CONTRACTS & TENDERS



OUTSOURCING OF FINANCIAL BUSINESS PROCESSES AND IS/IT SERVICES

Sheffield City Council is to outsource the following business processes:

- a) billing, collection and recovery of Council Tax, Business Rates and Residential Poll Tax;
- b) the payment of creditors, the billing, collection and recovery of monies owed and the receipt and banking of income/processing of expenditure;
- c) the payroll function;

together with the management and provision of the Council's complete IS/IT service.

This contract is to be awarded by negotiation in accordance with the Public Services Contract Regulations 1993 and the EC Services Directive (92/50/EEC) due to the nature of the services, particularly with regard to their development, the taking over and handing them on or back, service quality, partnership and regeneration.

The council would prefer bids for the whole of the service and subcontracting will be considered as per the tender documents, although variants will be accepted at all stages.

The duration of the contract will be for 7 years.

All parties expressing interest should submit a written request to the Contract Management Unit, Admin. & Legal Department, Town Hall, Sheffield S1 2HJ. Fax: 0114 273 5003, marked for the attention of David Calvert/Paul McCormick (Tel: 0114 273 6890/6641) by 5.00 pm on Friday 29 August 1997.

All applicants will be sent an application form which should be completed and returned to the above address by Friday 5 September 1997. The criteria for selection of prospective bidders of general capability, technical capability/suitability and financial standing will be assessed by reference to the application form.

The number of candidates invited to submit initial proposals will be sufficient to ensure genuine competition and will be based on the number and suitability of those who submit an application form subject to a maximum of 8.

The award of the contract will be on the basis of the most economically advantageous offer to the Council. The criteria for assessing proposals will be detailed in the invitation, however they will be based on achieving the Council's four stated objectives:-

1. Financial Savings;
2. Service Improvements;
3. Fair Settlement for Staff;
4. Partnership

A parent company guarantee and/or performance bond is very likely to be required. Although the current service is being provided by the Council's own workforce there will be no in-house bid. The Acquired Rights Directive 77/187 and the Transfer of Undertakings (Protection of Employment) Regulations 1981 (as amended) may, therefore, apply to this contract.

The Council will, as part of the negotiation process, seek to ensure that staff who transfer will do so on their existing terms and conditions.

The Council will only enter into contracts with a Principal Contractor who can demonstrate they have a suitable track record in delivering such contracts.

The Council accepts that such a contractor may represent a number of constituent organisations who have joined together to submit a bid, however each will be joint and several liable.

FOR SALE
THE BUSINESS AND ASSETS OF
MUNSTER ELECTRONICS LTD.
(IN LIQUIDATION)

The company is the largest producer of double sided PTH and single sided PCBs in Ireland. The assets for sale include:

- Freehold Premises of approx. 43,000 sq. ft. on 2.75 acres.
- Front end Barco tooling system.
- CNC Drilling and Routing equipment.
- Fully Automatic Through Hole Plating Lines.
- Auto and Semi Automatic screen printing.
- Curtain Coating line together with full photo mechanical printing facilities.
- Quality Control including fully equipped laboratory and electrical testing.
- Skilled and Experienced Workforce available.

For further information, please contact
The Official Liquidator, Ray Jackson at:



1 Stokes Place,
St. Stephen's Green. Telephone: 353-1-708 1000
Dublin 2, Ireland. Telefax: 353-1-708 1122

MOORE STEPHENS BOOTH WHITE

- Business for sale
- Paper merchandising
- Turnover 1996 £13m (current £8m)
- Employees 16
- Leasehold premises Dagenham

Contact: Nigel Nutting,
Moore Stephens Booth White,
1 Snow Hill, London EC1A 2EN.
Tel: 0171-334-0334,
Fax: 0171-334-7933.

55/19/97 RETAILING ENTREPRENEUR

to develop a remarkable department store in W. Gwynedd. Retirement sale of national award-winning company specialising in quality cookware & gifts. Elegant freehold 3-storey property. Excellent & expanding profit record with franchising potential. Valuation in excess of £500k.

Enquiries from genuine principals only:
Furey Grange, Chartered Accountants Tel: 01244 236244

REPEAT CALL FOR TENDERS FOR THE SALE OF THE ASSETS OF
"TOURISTIKI GEORGIKI EXAGOGIKI SA - PORTO CARRAS" OF THESSALONIKI, GREECE

ΕΘΝΙΚΗ ΚΕΦΑΛΕΙΟΥ Σ.Α. Administration of Assets and Liabilities of the Chrysostomou St. Athens, Greece, in its capacity as Liquidator of "TOURISTIKI-GEORGIKI-EXAGOGIKI SA - PORTO CARRAS", a company with its registered office in Thessaloniki, Greece, (the "Company"), presently under special liquidation, as an on-going concern according to the provisions of Article 46a of Law 1892/1990, by virtue of Decision No 915/1997 of the Thessaloniki Court of Appeal

announces a repeat call for tenders

for the sale of the assets, as a single entity, of the company described below:

BRIEF INFORMATION

The Company was established in 1963. On March 17th 1997 the Company was placed under special liquidation as an on-going concern, in accordance with Article 46a of Law 1892/1990, as supplemented by art. 14 of L.2000/91 and modified subsequently. The objectives of the Company include tourist and hotel operations and in particular the establishment and running of tourist and hotel units, of tourist resorts as well as of ships employed for tourist purposes. Furthermore, the Company's objectives include the production and marketing of farm products, of agroindustries, of various types of industrial and livestock businesses, the exportation of Greek products, the operation of export businesses in general, as well as any other type of activity related to the above.

ASSETS OFFERED FOR SALE

The assets for sale include the following (briefly described under A and B below): tourist and industrial installations situated in Porto Carras, Neo Marmari, Chalkidiki, at a distance of about 125km from Thessaloniki, by the sea and over a total area of 17,091.815 sq.m. approximately.

A. Tourist installations:

1. SITHONIA BEACH: An A-class hotel with 836 beds in 433 rooms and 20 suites. The hotel also includes 3 restaurants, 3 bars and 2 rental shops. The hotel is under lease to Castro Porto Carras SA from 1994 to 2006, which runs a casino established within the hotel building.

2. MELITON: A luxury hotel with 827 beds in 426 rooms and 16 suites. The hotel also includes 1 restaurant, 2 tavernas, 3 bars and 10 rental shops.

3. VILLAGE INN: A B-class hotel with 179 beds in 75 studios, 7 suites and 7 bungalows. The hotel also includes 1 restaurant, 2 tavernas, 3 bars and 28 rental shops. The hotel is under the management of GRECOTEL SA and will remain so until the assets are sold, at which time the management lease expires.

4. MARINA: 5 metres deep for craft up to 45 metres in length with 166 berths, buoys for fresh water and electricity and buildings that are being used as a yacht club.

5. 18-hole GOLF COURSE over an area of 640 stremmas, 9 TENNIS COURTS and a HORSE RIDING CLUB.

6. GALANI luxury guesthouse over an area of 2,400 sq.m including a guardhouse 1252 sq.m and a chapel.

7. Other auxiliary areas

8. The right to utilize the MARINA installations, described above, according to a special permit granted by public authorities (art.6 par.4 of L.691/1985).

B. Industrial complex which includes buildings and machinery:

1. Complete winery in covered area of about 5,200 sq.m.

2. Oil press - refinery in covered area of about 2,350 sq.m.

3. Bakery, about 1,330 sq.m

4. Other auxiliary installations such as biological sewage treatment plant, workshop garage, Public Power Corporation sub-station and pump room.

According to contracts Nos 4013/1990, 4531/1991 and 4580/1991 (Notary: Public Ch. Siliros), the total area of Porto Carras SA (17,091.815 sq.m approx) has been divided into a number of vertical properties (A1, A2, B, C, D, E, Fa, Fb, Fc, Fd, Fe, Ff, Fg, Fh, Fj

RECRUITMENT

However unpopular, appraisal enables a company to measure quality, says Adrian Furnham

Sense behind an insensitive system

Performance appraisal systems are one of the main sources of dissatisfaction at work. Rarely does the boss or appraisee look forward to it, and often neither is totally happy with the outcome. It becomes a sterile paper chase.

Even if an organisation introduces a modestly successful appraisal system, the enthusiasm will probably wane and it will soon look as bad as any that went before. Furthermore, when the cost of developing, implementing and maintaining the system is considered, some argue it is simply not worth considering one. Stories abound of organisations dropping quietly a system they trumpet as state-of-the-art.

Some organisations may be bound by a contract or legal guidelines to conduct appraisals, sometimes in a particular way. The litigious Americans have gone to court over performance appraisals. Hence guidelines have been developed to help people make sure they are conducting legally sound appraisals. These include the following:

- Performance ratings should be based on specific

dimensions of job performance requirements:

- Where possible, there should be multiple raters to ensure reliability;
- Extreme (negative) ratings should be accompanied with documentation about incidence, date, location and outcome;
- The system should have an appeal process.

But most organisations are not legally required to introduce any system. The human resources department may be eager to do so. Is it wise? Do the costs outweigh the benefits? Do appraisal systems help or hurt the organisation?

There are three classic objections to appraisal systems:

1. The system can interfere with teamwork.

Performance appraisal is nearly always conducted on an individual basis, but people do, and are constantly exhorted to, work in

teams. Most are interdependent and it is not possible, or desirable, to separate the contribution of individuals. The system over-emphasises individual differences in performance, looking for differences that are not there. In this sense, some say, it seeks to be divisive, emphasising difference and diversity over homogeneity, morale and common goals.

These arguments have some force when it comes to traditional assembly-line jobs. But job performance in service industries depends heavily on the effort and ability of individuals because there are few dictates on how to behave. It is possible to separate the performance of the individual from other factors by asking raters to identify how specific "other" factors (breakdown of machinery, cut in budget, chronic absenteeism of a staff member) may have affected performance.

Nothing prevents an appraisal system being conducted for teams with individuals sharing the mean team rating. People are usually happy to enjoy the "class average" if they feel the "class" has been working with equitable input.

2. Appraisal systems send mixed messages.

The gap between the rhetoric and reality can be a serious problem. The rhetoric says the system is about communication and improving the quality of decisions. The reality is that often it is only about performance-related pay. Organisations say the appraisal process is crucial for all managers, but rarely reward those who do it well and conscientiously, or punish those who do a poor job. The belief is that appraisal is crucial for providing the data on which administrative decisions are made. Yet all too often, appraisees have no clear idea of what is done with

ratings, partly because few organisations have a consistent policy on how they actually process, store or make decisions on the data arising from them. And even if they do, they do not communicate it effectively. This objection is not inherently a problem of the system, rather the way it is introduced.

3. The appraisal system is a significant cause of dissatisfaction and discontent.

The system is the most popular butt of complaints and ridicule in any organisation for various reasons.

First, there is what has been described as a demoralising trinity: ranking, rating and forced distributions. The appraisal system, often driven by statistical necessity, forces appraisers to differentiate and make distinctions which are neither realistic nor functional. In fact, pointing out (minor) differences between employees can disturb team morale.

Second, appraisees are often disappointed by the appraisal because self-assessments are usually more favourable than others' assessments. In this sense, more appraisees feel their appraisal is insensitive and unfair even when it is completely accurate.

Third, the managers who do the rating have ambiguous and contradictory roles, for they are both judge and counsellor, evaluator and mentor. This ambiguity is the cause of stress for managers more used to challenging than supporting their staff and vice versa.

Fourth, ratings are inevitably subjective. Even when thorough, fair and reliable in that others agree, because they are not objective they become lightning conductor for generalised concerns over fairness and equity. The best way around this is to have multiple raters - ideally superiors, subordinates, peers and customers.

Perhaps the best way to deal with the complaints is to encourage the disillusioned to say not what is wrong with the system, but how it can be fixed. Focus should be moved to alternatives. Critics should be asked what alternatives they prefer: no appraisal system and pay being dependent upon collective bargaining, with promotions being linked predominantly to service or who you know, or an alternative system with managers each being given a "pot" of cash to distribute at their own discretion. In short, what other approach can overcome the problems without causing new or different ones.

It is necessary to point out the way appraisal systems help organisations. Most obviously, they provide a rich and useful data bank to enhance the quality of all human resource decisions - promotions, pay, lay-offs and transfers across the organi-

sation. They can also help individuals to think through their present and future roles. At their best, they can build and cement employee commitment and satisfaction. None of these benefits automatically follows from an appraisal system, but it is difficult to imagine the first two without a well devised, organisation-wide system. The army often runs tough, efficient and well-accepted systems by being consistent.

The disillusionment with appraisal systems is nearly always a function of implementation. We are appraised at school, at sport, in skilled extra-mural activities, but we are seldom angry or cynical about the process. It is only at work that adults become highly emotional about appraisal. Belligerent human resource managers, untrained appraisers and uncommitted senior staff are a recipe for disaster. Yet all organisations need to estimate quality. One cannot manage what one does not measure. And that is especially true of people.

Adrian Furnham is professor of psychology at London University.

BANKING FINANCE & GENERAL APPOINTMENTS

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HEAD OF LONDON OFFICE
NORTH AMERICA BUSINESS UNIT

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The Position

- Lead a team of London based staff, who develop and extend services to the market whilst supporting overall business development.
- Primary responsibility is to manage relationships with Lloyd's market participants and other parts of the Corporation.
- Report to the Managing Director, who operates both from the US and the UK.

Please send your CV with current salary details to: Fiona Johnson, K/F Selection, 252 Regent Street, London W1R 8HL quoting ref: 6363A/01.

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

GREENPEACE

international

Greenpeace is the world's leading campaigning organisation. Greenpeace International (SGC), a non-governmental organisation based in Amsterdam, The Netherlands, is the co-ordinating body for 32 National and Regional Offices worldwide. Supported by individual donations, one of our primary objectives is to achieve excellence and the utmost transparency in our finance operations.

SGC offers a finance professional the chance to join our senior management team as Finance and Administration Director

The Job

- You will be responsible for the strategic management of SGC's and its associated legal entities' finances and assets as well as provide leadership and guidance to the senior finance staff and National Executive Directors of our 32 offices worldwide;
- You will legally and financially oversee all international Greenpeace entities;
- You will ensure the timely preparation and ongoing control of the annual budget for SGC including oversight over annual audited statements of SGC and its related entities and consolidated statements for Greenpeace worldwide;
- You will be head of the International Finance Department which currently comprises 16 staff;
- You will also ensure a high standard of office and building administration at our head office.

Experience and Motivation

- You are able to demonstrate a high level of achievement both as a senior Finance Professional as well as a Senior Manager in an international work environment;
- You thrive at strategic finance and asset management;
- You are patient and persistent in driving the design, implementation and continuous improvement of financial policies and systems, in particular as far as internal financial controls, expenditure control, and cash flow management are concerned;
- You are passionate to use your professional knowledge in an NGO which is committed to non-violence in its quest to protect earth's ability to sustain life.

Personal Profile

- You are a strategic thinker, able to translate this skill into practice;
- Flexibility, stamina, persistence, and an ability to motivate others are part of your core strengths;
- An excellent command of English as a second language or English mother tongue are required.

To the successful candidate we offer a competitive package for this Amsterdam based position, including relocation if necessary.

Please send your application with full CV and covering letter to Gabriele Lauermann, HR Director, Greenpeace International, Keizersgracht 176, 1016 DW Amsterdam. Closing date for the arrival of complete applications: 25th August 1997. Greenpeace aims to be an equal opportunities employer. <http://www.greenpeace.org>

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London Based

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If you are interested in applying for this position please send your CV to: Ben Wood, Vine Potterton Ltd, Suite 26, Ludgate House, 107-111 Fleet Street, London EC4A 2AB by 13th August 1997.

VINE POTTERTON
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Ideally you will be a graduate of a numerate discipline and have a minimum of two to three years' experience in credit analysis from a leading financial institution and/or rating agency.

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Candidates must be computer literate and have excellent presentation skills. Additional languages would be desirable, but not essential.

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For further information in the strictest confidence, please contact Anthony Cook on 0171 240 1040. Alternatively send or fax your résumé quoting reference no.2598/02 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN, fax no: 0171 240 1052.

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In addition to specialist industry teams, there are multilingual teams covering the overseas markets of Continental Europe and Scandinavia. The focus is on cross-border transactions for UK clients. There is now a requirement for two further executives to join the Corporate Finance Division in the French and Scandinavian teams. The purpose of the roles is to contribute to the development of business within these regions.

- Develop and evaluate ideas using analytical and financial modelling skills.
- Prepare presentations to clients and participate in the execution of the transaction.
- Participate in the execution of the transaction.

The ideal candidate for these positions will have an excellent academic background and up to 2 years' experience in Corporate Finance and will have a sound knowledge of business, particularly within their respective countries of origin.

Interested candidates should contact Ian L. Tucker on 0171 491 4650 or write to him enclosing a full curriculum vitae at Stephenson Cobbold, 21 Arlington Street, London SW1A 1RN. Fax: 0171 491 4630.

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INVESTMENT BANKING

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- management of the Japanese PC support team;
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- analysis of user needs and formulation of solutions;
- the provision of technical input for company strategies and policies.

The Person:

- will have the ability to communicate fluently in the commercial languages of Japan and the UK;
- will have strong leadership skills and the ability to work as part of a team;
- will possess good problem solving ability, demonstrating initiative and a methodical approach;
- will have the ability to work under pressure and to within tight deadlines.

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The Role Includes:

- the translation of English research reports written by Analysts and Economists into Japanese;
- editing reports for issue to Japanese institutional investors.

The Person:

- will have a comprehensive knowledge of European industries, economies and politics;
- will possess a minimum of 3 years experience translating technically complex reports produced by Analysts and Economists from English to Japanese;
- will have advanced Word for Windows and Excel skills.

To apply, please post or fax your full curriculum vitae, including details of current remuneration, to either Sean Carr or Richard Lyons. Applications will only be forwarded to this client. Please indicate clearly any organisation to which your details should not be sent.

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CARR-LYONS

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EXTRAORDINARY OPPORTUNITY

The Performance Group, based in Oslo, Norway and London, England is dedicated to helping major international corporations in achieving breakthrough performance improvements. Our clients are in areas such as the automotive industry, household appliances, airlines, telecommunications and shipping, as well as service organisations. Our services are both process and research based, and focus on releasing the improvement potential both of the individual and of the organisation.

Senior Consultant: The candidate should have a university education, preferably with an advanced degree in Business, Economics, or Engineering. It is also very desirable that he/she should have 15+ years of business related experience spanning a range of assignments, and demonstrating increasing responsibility and leadership abilities, or alternatively senior global business consulting experience.

Junior Consultant: The candidate should have a university education, preferably with an advanced degree in Business, Economics or Engineering. It is also very desirable that he/she should have 3-10 years of business related experience spanning at least two different functional assignments, or alternatively global business consulting experience.

Research assistant: The candidate should have university education with 2-5 years' business experience and a keen interest and ability to search, find, organise and summarise business and technical information found through libraries, the Internet, and interviews.

All applicants must desire to work in a "team environment" and possess exceptional skills in relating to people. Additionally, each candidate must possess presentational and communication skills, along with competence in word processing, graphical presentation software, spreadsheets, Internet usage, and Lotus Notes. It is also highly desirable to have verbal and written skill in multiple European languages.

The compensation package for each selected candidate will be commensurate with the candidate's qualifications and experience.

Candidates should submit a written CV, including references to: Ray Peterson, The Performance Group, Meltzers Gate 4, 0257 Oslo, Norway. PHONE: +47-22-43-81-60, FAX: +47-22-44-93-28.

CJA

RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Use your theory of option pricing at the leading edge of econometric research.

MODELLING VOLATILITY

CJRA

LONDON

£60,000-£100,000 + BONUS

EXPANDING LONDON BUSINESS OF A HIGH PROFILE US INVESTMENT FIRM

We invite applications from candidates who must have a postgraduate qualification and have had at least 4 years' experience of applied econometric modelling, probably gained within the financial sector, an economic research organisation or academic institution. A sound grasp of the theory of option pricing is essential. You will help provide research support to a volatility trading operation. Our fund performance relies heavily upon the quality of your research initiatives. Important qualities include flexibility, having a roll-up sleeves attitude to work, and, above all, to be an effective team player. Initial salary negotiable, depending on experience.

Applications, in strict confidence, quoting under reference MV/6419/FT should be sent or faxed to the above address, will be forwarded to our client in the first instance. If there are companies to whom you do not wish your application to be sent, these should be listed in a covering letter addressed to the Security Manager, CJRA.

CREDIT SUISSE | Financial Products

Credit Risk Management

French Counterparties

London

Credit Suisse Financial Products has established itself as an innovative global leader in the derivative products market since its formation seven years ago. Serving a prestigious client base worldwide, it provides comprehensive treasury and risk management derivative product services.

The Bank now requires a Credit Risk Officer to be primarily responsible for the analysis of French counterparties. This will involve evaluating potential derivative counterparties in close coordination with the marketing desk.

The successful candidate will have an instinctive understanding of the French economy and its financial markets. At least four years credit experience and a working knowledge of derivative products are required.

MP

Michael Page City

International Recruitment Consultants
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

£ Excellent Package

Excellent communication and presentation skills will be needed as there is extensive daily contact with senior management within the firm. In addition, there will be client meetings and travel as required. Candidates must speak fluent French and good English and be willing to relocate to London if required.

This is an excellent opportunity to work for a market leader in the derivative product industry. An excellent remuneration package is offered which will entirely reflect experience. Initial interviews will be held in Paris or London with subsequent expenses and relocation paid for.

Interested candidates should contact Tim Smith on 0171 269 2313 or write to him enclosing full career details at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 405 9649, quote ref 362941.

MP

Michael Page City

International Recruitment Consultants
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LAZARD ASSET MANAGEMENT LIMITED

Portfolio Manager

Private Clients

City

Lazard Asset Management has significant funds under management on behalf of a wide range of international and domestic clients. The continuing success of the private client division has created an opportunity for an experienced Portfolio Manager to join the London office.

Reporting to a Portfolio Director, the successful candidate will be responsible for managing portfolios for high net worth private clients. The individual will be expected to determine an accurate assessment of client requirements and develop and maintain strong business relationships.

Preference will be given to those candidates of graduate calibre who have a minimum of three years experience within a blue-chip private client investment management or private banking organisation. They

£ Competitive

will have completed the relevant professional qualifications (IIMR or Securities Institute diploma) and will have gained a thorough understanding of portfolio structure and the investment process.

This is an outstanding career opportunity for an exceptional, intelligent young professional with excellent communication skills who is able to demonstrate initiative and enthusiasm, combined with efficiency and superior organisational ability.

If you possess the qualities sought, please contact Sarah Hesse-Hunter on 0171 269 2314, or write to her enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN, or fax her on 0171 405 9649 quoting reference 363176.

MP

Michael Page City

International Recruitment Consultants
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

Emerging Europe Corporate Finance

London

£ Generous & bonus

Our client is a leading securities house which is expanding its emerging market corporate finance team in London. Their primary function is equity and debt origination, corporate advisory and transaction management focusing on Central and Eastern Europe. Due to their success to date they are expanding their expertise in the sectors of Banking, Insurance, Telecoms, Oil and Gas, Utilities and FMCG. The bank requires several additional members at Vice President, Associate and Analyst levels.

Vice President

The Vice President must have a thorough knowledge of the execution of cross-border M & A and other corporate finance advisory transactions, with experience of successfully managing senior level relationships with major companies and governments.

Associate

The Associate must be an experienced transactional manager and complete a variety of challenging assignments. They must have a minimum of three years relevant experience in structuring and executing Emerging European investment banking business.

Analyst

Analysts should possess specialist capabilities in the above sectors on at least a regional and preferably global emerging market basis. A minimum of two years relevant experience is required.

All applicants must possess the highest quality interpersonal skills together with an international outlook. Fluent English with at least one other Central or Eastern European language would be preferred.

To apply for one of these outstanding opportunities, please send your CV in the strictest confidence to Kirk Hill, Consultant

Devonshire executive

Devonshire Executive, 7 Birch Lane, London EC3V 9BY.

Tel 0171 626 2150. Fax 0171 626 2092. e-mail: exec@devonshire.co.uk

London

RISK MANAGEMENT

£ Excellent Package

Our client is a blue-chip independent British Merchant Bank with an enviable reputation for innovation, integrity and enterprise. Capital markets and treasury trading forms a major strength of the Bank and in particular, our client enjoys a position as one of the leading players in the Eurobond markets. Against this background of strength, the Bank is investing further in its treasury and capital market trading activities and is seeking to recruit complimentary high quality individuals within its Risk Management function.

Quantitative Risk Analyst

Based on the trading floor, you will be a key player in the independent market risk team which is currently implementing a VAR model.

Responsibilities include:

- The development of exotic option pricing models.
- Advising on the VAR model validating complex option models and developing pricing models.
- Assessment of risk in the Bank's trading portfolio.
- Advising on and creating a mathematically consistent treatment of risk.
- The provision of quantitative advice for the credit risk group.

The ideal candidate will be highly numerate with probably between 18 months and three years experience. You will have excellent programming skills, good knowledge of the interest rate markets and experience of implementing VAR. A confident, self-starter who will be able to take ownership of situations and be able to make effective decisions.

Reference 363196.

These challenging opportunities carry an excellent package, reflecting the high calibre of candidates sought. Interested candidates should telephone Karen Gay or Andrew Kennard on 0171 269 2303 (Risk Analyst roles) or Mark Petman on 0171 269 2472 (Credit Analyst role). Alternatively, write to them enclosing an up-to-date CV quoting the appropriate reference number at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax: 0171 405 9649.

Working as part of the trading risk management team, you will be responsible for the management of credit risk arising from the bank's bond and treasury activities.

Responsibilities include:

- Analysis of countries and financial institutions, including banks and building societies.
- Assessment of credit and settlement limits.
- Monitoring counterparty exposures relative to limits.

The ideal candidate will be a graduate and possess one to three years credit experience from a recognised institution preferably within a trading environment.

You will also have a good knowledge of basic treasury products including derivatives, excellent communications skills and a desire to contribute to a team environment.

Reference 363197.

Credit Analyst

Risk Analyst

The position of Risk Analyst is a critical one within the independent risk management team. You will be primarily focused on the environment of risk for the bond trading division which is one of the most respected and successful bond trading operations in the City.

Responsibilities include:

- Facilitating the introduction of VAR for bond trading.
- Assessing the Bank's interest rate risk management models, monitoring exposure versus limits and undertaking stress tests and the scenario analysis.
- Analysing sources of risk and recommending limit structures, monitoring positions against market movements and ensuring complete and consistent measurement of risk.

The ideal candidate will have a good level of numeracy with between 18 months and three years experience. You will understand VAR, be able to identify risks within particular interest rate trading strategies and be capable of building vanilla interest rate valuation and risk models in Excel/VB.

Reference 363194.

MP

Michael Page City

International Recruitment Consultants
London Paris Frankfurt Madrid Hong Kong Singapore Sydney

Emerging European Markets

Guinness Flight Hambro is an award winning fund management company, recognised for skilled fund management and innovative product development. The Company has grown significantly over recent years, a trend which is expected to continue, and is now one of the leading international fund management groups.

Over the last few years, Guinness Flight Hambro has developed a successful record in the area of Emerging Markets investment. We are now seeking to strengthen this further with the recruitment of an Assistant Fund Manager to specialise in the Eastern European markets.

Candidates will be a university or MBA graduate, will be numerate, and will speak Russian. The ideal candidate should have around 2 years investment experience.

Working as part of a small and highly professional team, on asset allocation and stock selection, the successful candidate will already have or be expected to study for the IIMR qualification.

GUINNESS FLIGHT HAMBRO
ASSET MANAGEMENT LIMITED

Please reply in writing, enclosing a full CV to: Sandie Tucker, Personnel Department, Guinness Flight Hambro Asset Management Limited, Lighterman's Court, 5 Gainsford Street, London SE1 2NE.

Head of Marketing

Excellent Remuneration Package

We represent a highly successful Global Derivatives products group with offices in London, Hong Kong and New York. The group, which is part of a major international bank, is seeking to expand its global fixed income derivatives business in addition to launching new product lines. Due to the group's continued success, we wish to appoint a Head of Marketing for the UK and Europe based in London.

The Role:

- To promote the group as a provider of investment banking solutions including: credit risk advisory, project finance, vanilla and structured derivatives, lending, taxation and investor driven products.
- To enhance the business of new and existing clients by utilising the bank's European network.
- To take advantage of the customer franchise in related markets to raise the profile of the derivatives group.
- To manage and develop a highly integrated marketing team.

This key appointment provides enormous potential to contribute to the overall business growth of the company.

For a confidential discussion please contact Tim Sheffield or David Reynolds. Tel: 0171 236 2400, Fax: 0171 236 0316 or apply in writing to: Sheffield-Haworth Ltd, Prince Rupert House, 61 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH
Consultants in Search and Selection

UBS
Union Bank of Switzerland

UK Small Companies Salesperson

UBS is one of the market leaders in sales, research and trading of small companies with a strong growing corporate client list in the UK and Continental Europe.

We now seek to strengthen our position further by the appointment of another dedicated Salesperson.

The successful candidate will ideally be a graduate, with a minimum of two years experience in small company equity sales/research or closely related area. Personal qualities sought will include enthusiasm and self motivation, flexibility and the ability to fit into a growing close-knit team.

The salary and benefits package for this position has been designed to attract candidates of the highest calibre and is unlikely to disappoint.

Please forward a full cv with details of current remuneration to Tracey Chandler, UBS, 100 Liverpool Street, London EC2M 2RH.

SUCCESS
BREEDS SUCCESSCareers in Corporate Banking and
Structured Finance

We are advertising on behalf of one of Europe's largest banking groups, a number of graduates and/or chartered accountants with some experience in the above disciplines. Successful candidates in their 20's will be highly motivated achievers, displaying the ability to work on their own initiative as well as being effective team players. Strong communication skills are also a must for these positions.

The remuneration package will be attractive and other financial incentives and given success future prospects are excellent.

Please write stating your preferred discipline and enclosing a CV to: Anne Nichol, MSL International, Newmount House, 22/24 Lower Mount Street, Dublin 2.

Closing date for applications is Tuesday, August 19th.

THE BODY SHOP

With over 1,500 shops in 46 countries, The Body Shop is a skin and hair care company committed to animal and environmental protection and respect for human rights.

Head of Investor Relations

Littlehampton, West Sussex

As the central contact with the financial community, the Head of Investor Relations at The Body Shop is responsible for managing the Company's on-going investor relations programme. Reporting to the Head of Communications, the individual will build and develop relationships with institutional investors, investment analysts and the financial media. A central function of the role is the effective communication of the Company's financial results and other trading developments.

Knowledge of the financial markets and excellent communication skills are essential in this role. You need to be numerate with good commercial understanding, while editorial and creative skills are highly desirable. Of graduate calibre, your proven track record will demonstrate flexibility of approach, resilience and the ability to cope with stringent deadlines. Direct experience within investor relations would be ideal, although other related City

E-mail: info@morganbanks.co.uk

or financial experience will be considered. Additionally an understanding of SEC rules combined with share registration exposure would be an advantage. This position at The Body Shop offers the opportunity to develop your career in a progressive, international organisation where personal contribution is both recognised and rewarded. In return for your professionalism and commitment, you will receive an attractive remuneration and benefits package, including relocation assistance. We welcome applications from suitably qualified people from all sections of the community, regardless of race, age, sexual orientation, religion, gender or disability.

For further information in the strictest confidence, please contact John Hardy on 0171 240 1040. Alternatively, send or fax your résumé quoting reference no. 2590/34 to Morgan & Banks PLC, Brettham House, Lancaster Place, London WC2E 7EN, fax no. 0171 240 1052. All direct applications will be forwarded to our retained consultants.

<http://www.morganbanks.com.au>

Morgan & Banks
INTERNATIONAL

EQUITY ANALYSIS/ SALES

An outstanding opportunity for newly or recently qualified accountants/ graduates to further their career in the European Equity markets.

Our client is one of the City's most prestigious integrated securities houses covering the UK and overseas equity markets. With an extensive corporate list and exceptional UK institutional coverage the firm has built a dynamic, high quality business with a strong reputation for quality of service and integrity. As part of their growth strategy, they are seeking additional high quality individuals to increase their coverage of the Dutch and German equity markets. Working within the existing European equity research team, the position offers the opportunity to work on both primary and secondary market business.

Successful candidates will be ideally 21-28 with a highly graded degree from either a leading UK university or European business school and may have studied for a recognised accounting or business qualification. Fluency in German is a prerequisite for the German Analysis/ Sales position. Candidates will need to demonstrate their numerical, analytical and reporting skills and, in turn their ability to market and sell their ideas to clients. High personal motivation, commitment and professionalism will be the qualities vital to success in this challenging role.

These are outstanding opportunities for career minded graduates or those with an accountancy qualification. The positions offer exceptional training and professional prospects with an opportunity for significant career advancement. For an initial confidential discussion, please contact Nick Michael on (+44 171) 242 9000, or alternatively write to him at Alexander, Mann & Partners, Alexander House, 9-11 Fulwood Place, London WC1V 6HG. Facsimile: (+44 171) 405 6434. E-Mail: alexmannpartners@dial.pipex.com (24 hour 0276 327738)

ALEXANDERS, MANN & PARTNERS
EXECUTIVE SEARCH PARTNERSHIP

UBS
Union Bank of Switzerland

Corporate Broking
Career Challenge

City

Union Bank of Switzerland is one of the largest and most influential banks in the world with the regional management of its European activities based in London. Its Corporate Broking Department, which acts for over 100 UK companies, seeks to appoint two executives to support its rapid expansion. The roles encompass, respectively, the coverage of smaller company stocks and medium to large capitalised companies.

The ideal candidates will be graduates with between two and four years experience of equities, preferably in a corporate broking environment. The ability to communicate clearly and concisely is essential. Team spirit, enthusiasm, and initiative are also important qualities. Candidates should possess a mature and hard-working approach. Foreign language skills would be useful, but not essential.

A competitive banking remuneration package is offered, including flexible benefits and discretionary bonus schemes. If you are interested in applying, please send your curriculum vitae, with a covering letter, to: James Younger, Human Resources, UBS Services Ltd, 100 Liverpool Street, London EC2M 2RH.

PARIBAS

European Acquisition Finance

Excellent Package

Paribas is a leading international investment bank operating in 60 countries. It is involved in the full range of investment banking activities including: Equity, Fixed Income, M&A, Corporate Banking, Asset Management and Securities Services.

The bank is one of the foremost European providers of senior and subordinated debt for acquisition finance transactions with dedicated teams in each of the main financial centres. The bank is seeking to augment its team in London, which focuses on UK, Nordic and cross-border transactions, by appointing a high calibre professional who will develop responsibility for deal sourcing, structuring and closing.

The ideal candidates will have the following:

- strong analytical skills;
- a commercial and innovative outlook;
- the ability to initiate and develop contacts with deal sponsors and intermediaries;
- an excellent academic record.

Successful candidates will be bankers (potentially working in an unrelated discipline), qualified accountants with some exposure to corporate finance, or MBA graduates operating in the corporate sector with some experience of mergers and acquisitions.

This role presents an outstanding opportunity for an energetic and ambitious young corporate banker, strategist or financier to join one of the acquisition finance market's most creative players.

Interested candidates should apply in writing to Niall Macnaughton, at BBM Selection, 76 Watling Street, London, EC4M 9BJ quoting Ref: 449. All applications will be treated in strictest confidence.

76 Watling Street
London
EC4M 9BJ

BBM
SELECTION

Tel: 0171-248 3653
Fax: 0171-248 2814
E-mail: 449@bbm.co.uk

مکانات

London

Our client is a well established and highly profitable UK bank with an excellent reputation for strength, stability and innovation. The Bank's track record of consistent growth and continued market development has resulted in the need to further expand the credit department. Focusing on US and European high yield, property, asset finance, Islamic banking and trade finance, ideal candidates are likely to have experience of analysing complex structured transactions.

Credit Manager

Reporting to the Head of Credit, this senior credit professional will have managerial, as well as technical credit responsibilities. The ideal candidate is likely to have a minimum of 10 years credit experience and possibly some management exposure. Excellent analytical and communication skills, as well as a high degree of personal credibility, are pre-requisites for this role.

Senior Credit Analyst

The ideal candidate for this role will probably be in their late 20's/early 30's and have a minimum of five years relevant experience and possibly formal credit training. This experience may have been gained in a major international bank, ratings agency or accountancy practice. Any non-standard transaction experience would be highly beneficial.

£ Excellent

Credit Analyst

The ideal candidate for this role will probably be in their mid to late 20's with two to three years relevant experience of credit or other analytical disciplines. An ACA qualification would be advantageous.

To succeed in this dynamic and stimulating environment, you will need excellent analytical skills and the ability to apply lateral thought to complex transactions. Excellent communication and presentation skills will be needed as there will be inter-departmental and client liaison. For the successful candidates these roles offer outstanding opportunities for development.

If you can meet the challenge, send your curriculum vitae to Richard Colgan at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax number 0171 405 9649. Please quote reference 353378 and include current remuneration details. Alternatively, telephone him on 0171 269 2315.



Michael Page City

International Recruitment Consultants

London Paris Frankfurt Madrid Hong Kong Singapore Sydney

Investment Analyst

Our London-based, globally focused, investment research firm is seeking analysts with 3-5 years of related experience. The primary focus of the work will be emerging markets. The exciting position offers the freedom and resources to pursue relevant investment ideas in any region or market. The selected candidates must be based in London and be willing to travel as needed to investigate investments. To explore this dynamic challenge, send your resume with cover letter including salary requirements to Manager of Corporate Recruiting, Bart Costain Corporation, 500 Hogback Rd., Mason, Michigan 48054, USA. <http://www.dart.dartcostain.com> EOE



RUSSIAN VENTURE CAPITAL

British technology venture capital management firm is looking for a recent university graduate with good Russian language skills and some prior experience in small company direct investment business, preferably in the CIS. Responsibility of position will be day-to-day liaison with Russian managers of technology venture fund. Good career opportunity and £26,000 per annum starting salary plus competitive benefits. Post will be London-based but with substantial travel to St. Petersburg. Applicants should write soonest to:

Harry Fitzgibbons, Top Technology Ltd., 20-21 Tooley Court, Cursitor Street, London EC4A 1LB

GRADUATES AND POST-GRADUATES CAREER OPPORTUNITIES IN INVESTMENT MANAGEMENT

City, £ competitive plus banking benefits

We are a well established banking and financial services organisation, specialising in private client and institutional fund management as well as providing a full range of traditional private and corporate banking activities, based in the City of London. Owing to the expansion of our Investment Management Department, three opportunities have arisen for graduates looking for a rewarding and stimulating career in Investment Management (Private Client (2) and Institutional (1)).

Successful candidates must have excellent academic backgrounds. Numeracy, analytical, report writing and communication skills are also prerequisites.

A science degree is required for the institutional vacancy.

Interested applicants please send a full resume including contact numbers, to:

Box A5978, Financial Times, One Southwark Bridge,

London SE1 9HL.

Applications to be received by 15 August 1997. Interviews shall be conducted week beginning 18 August 1997.

Currencies Analyst

FRANKFURT

Our client is the Asset Management arm of one of Europe's leading investment banking groups. Assets under management increased by 23% in the last year, reflecting the company's successful investment strategy which encompasses all the world's major markets, as well as the emerging markets of Asia and Eastern Europe. The Asset Management Research Team is a truly global facility, providing product, country and sector specific support to both fund managers and external clients. This is an opportunity for a dynamic individual to join a high calibre Bonds & Currencies Team which is central to the development of the organisation's global investment strategy.

The Position
As a key member of this established team, you will be required to produce high quality research in an environment which promotes innovation and autonomy. Responsibilities will include:

- Providing short and medium term forecasts for currencies included in the J.P. Morgan Government Bond Index, especially US Dollar, Pound and Yen.
- Running a separate model portfolio for currencies.
- Working on special topics relating to exchange rates.

The successful candidate will be rewarded with a competitive salary and excellent career prospects.

For a confidential discussion, please contact Tabassum Ahmad on Tel: 0171 730 4211, or send your CV to Rizwan Nash, 21 Ells Street, London SW1X 9AL, Fax: 0171 730 0611.

INVESTMENT BANKING Middle East

Gulf Based

Our client is an international investment and merchant banking group with an entrepreneurial approach to direct investment in emerging markets. The Group has recently capitalised an investment company to exploit specific investment opportunities in an emerging market of the Arab world. The business plan of the newly formed company calls for establishing an office in the Gulf and high calibre executives are now sought for key positions.

Chief Executive Officer

This position requires an individual with investment and merchant banking experience to execute the planned activities of the company. In addition to being responsible for the investment portfolio, the CEO will spearhead an aggressive business development plan to identify, structure, and execute direct investment opportunities in a wide range of industries and business sectors.

Senior Vice President - Investment

This senior position has a prime responsibility for the structuring of deals in addition to the negotiation and execution of complex investment transactions. This executive will also be the focal point for liaison and co-ordination with all joint venture partners.

These are challenging roles, which offer a unique opportunity to join a dynamic new venture while living and travelling within the Middle East. The successful candidates will be highly motivated professionals with investment banking and business development experience. The comprehensive expatriate packages will contain a performance driven element in addition to a salary commensurate with the importance of the role. Please send your career details in strict confidence to Brian Jarvis or Phillip Wright or telephone for an initial discussion.

Highly Attractive Expatriate Packages

Devonshire executive

A MEMBER OF THE DEVONSHIRE GROUP PLC

7 Birch Lane, London EC3V 9BY
Tel: 0171 626 2150. Fax: 0171 626 2092. e-mail: exec@devonshire.co.uk

Investment Executive
Banking and Financial Institutions

CDC one of the world's leading development finance institutions. At the end of 1996 we had invested £2.6 billion in 393 enterprises in over 50 countries in the developing world and we plan to make new private sector investments totalling £250m a year in the future. Some £250m is currently invested with banks, development finance institutions, leasing companies and venture capital funds around the world. With the business still expanding, our Financial Markets Group is looking for a finance professional for its Banking and Financial Institutions Team.

Initially based in London but with regular overseas travel, you will play a critical role in assessing potential investment opportunities in the financial sector, negotiating and concluding loan and equity investments, and monitoring and managing existing investments in our financial sector portfolio.

In addition to a professional qualification (ACA or MBA), you will have a background in either project finance, financial institutions, corporate finance or perhaps management consultancy in the financial sector. As well as strong financial and analytical abilities, you should also have experience in negotiating legal agreements.

Personal characteristics are key; self motivated and commercially aware, you also need to be an effective communicator. Practical ability in Spanish would also be an advantage. In return we offer a competitive salary, dependent on qualifications and experience, and a benefits package that includes a subsidised UK mortgage and non-contributory pension scheme.

Please write with a full CV, enclosing details of current salary and quoting reference no. 2661, to Andrew Harris, Human Resources Department, CDC, One Bessborough Gardens, London SW1V 2JQ, UK.

E-mail: dephr@cdc.co.uk

Visit our web site on: <http://www.cdc.co.uk>

CDC is committed to equal opportunities



BRITAIN INVESTING IN DEVELOPMENT

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 Netherlands • New Zealand • Singapore • Norway • Spain
 Malaysia • Luxembourg • Japan • Italy • Ireland • Hong Kong

PRIVATE CLIENTS ACCOUNT OFFICER

Our client, established in Luxembourg for over ten years and with an excellent position in its chosen markets, is the European arm of an entrepreneurial and innovative international banking group. As its private banking activities are experiencing substantial growth, it seeks to strengthen its team by the hiring of a Private Clients Account Officer.

The role

- advise clients on new investment opportunities
- constantly review and analyse clients' portfolios
- ensure that client requests are complied with
- represent the bank in a professional and dedicated manner
- constantly keep abreast of developments on the main equity, bond and money markets with emphasis on emerging markets, including those of Latin America
- at all times be in compliance with regulatory rules and regulations.

This is a challenging position with good future prospects. Interested candidates should send detailed cv, quoting reference 5193AR, to Ole K Roed, PA Consulting Group, 23 rue Aldringen, L-1118 Luxembourg.

PA Consulting Group
 Creating Business Advantage

Fixed Income Fund Manager

City

Excellent Salary + Performance Bonus + Benefits

Our client is a leading global asset management house with over \$50bn in funds under management, encompassing institutional, pension and mutual funds, with a strong presence in London. The successful fixed income team is seeking to increase its resources as part of a business growth strategy, with the appointment of a senior fund manager. This high calibre individual, who is used to working in a highly professional team environment, will participate in managing fixed interest assets of approximately \$15bn.

You will have a proven track record and around ten years' experience in either managing global bonds and currencies or in strategic bond and currency asset allocation. You will be responsible for new business and product development as well as managing designated portfolios. Ideally, you will have a first class academic background, preferably with a second degree, and be comfortable with quantitative analysis.

This demanding role requires an ambitious individual who is interested in joining a well respected, successful and growing business.

For a confidential discussion please contact Patrick Morrissey, Telephone 0171 236 2400, Fax 0171 236 0316 or apply in writing to Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH

Consultants in Search and Selection

ACCOUNTANCY APPOINTMENTS

Project Accountant

Agents of Change Required

Manchester

Our client, a major UK Plc with an annual turnover in excess of £500 million, is a leading player in the European Transport and Logistics Sector. As a result of a Corporate Business Review they are about to embark on a Year 2000 Financial Project.

The project is designed to implement a new Year 2000 compliant Group Financial System with best practice procedures and a re-designed Management Information framework to help managers focus on operating and strategic issues.

Reporting to the Project Director, your responsibilities will include:

- Conduct a financial strategy and organisational review - assessing the impact of proposed system changes.
- Liaise with software consultants.



Michael Page Finance

Specialists in Financial Recruitment
 London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
 Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

c £35,000 + Car + Bonus

- Lead presentations to Business Unit Managers ensuring acceptance of the system.
- Co-ordination and execution of the Live System implementation with a full post implementation review.

The successful candidate will be an experienced accountant with previous exposure to large scale systems implementation projects, eg JD Edwards, JBA, Lawson etc. To enable this project to succeed, you must possess strong interpersonal skills, have a determined character and the ability to have a substantial influence on the business.

If you feel you have the necessary skill base and drive, please forward a copy of your CV to Barry Head at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ, quoting ref 357470.

Household of HRH The Prince of Wales Financial Controller

London

The Household of HRH The Prince of Wales is responsible for all the public and personal activities of The Prince of Wales. These responsibilities include organisation and administration of all the official engagements undertaken by The Prince of Wales in the UK and overseas. The Household employs approximately 70 staff, based in London and Gloucestershire.

The Financial Controller - a newly created position in the Household - will have overall responsibility for maintaining and developing the existing financial reporting systems and internal controls. The appointee will report to the Treasurer to The Prince of Wales and be responsible for two members of staff.

Responsibilities will include:

- Day-to-day financial control of all aspects of the Household.
- Preparation and monitoring of annual budgets, quarterly forecasts and cashflows.
- Regular financial reporting to the Treasurer to The Prince of Wales, including variance analysis.



Michael Page Finance

Specialists in Financial Recruitment
 London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
 Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

c £35,000 + Car

- Development of procedures and newly installed computerised accounting systems.
- Financial and administrative responsibility for The Prince of Wales' Charities Trust and its trading subsidiaries.
- Ad hoc financial exercises, such as value for money studies.

The successful candidate will be a qualified accountant who will demonstrate a track record of achievements in his or her career to date and possess first class communications skills with an ability to liaise at all levels with finance and non-finance staff. The appointee will contribute towards the development and improvement of the efficiency of the Household's activities.

Candidates interested in this important appointment should forward a CV with detailed covering letter to retained consultant David Morgan at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN. Tel: 0171 269 2284, fax: 0171 831 6293.

Financial Controller

West London

c £42,000 + Bonus + Car + Benefits

With the enviable position of market leader in both the UK and continental Europe, our client offers a range of specialist services and solutions to a blue-chip client base. The business is profitable and dynamic with its success based on service quality and innovation, combined with the leadership of a commercially focused board.

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- Liaising with the operational management in providing financial advice for commercial decisions.

The successful candidate must be able to demonstrate a strong track record of achievement within a commercially-focused business.

The individual will be an ambitious qualified accountant, ideally late 20s/early 30s with first class technical ability combined with excellent communication and influencing skills.

Candidates must demonstrate energy and commitment, combined with a 'hands-on' approach and the intellectual ability to contribute to strategic decisions.

In return, the company offers an attractive remuneration package and the opportunity to make a real impact in an exciting and dynamic business.

Interested applicants should forward an up-to-date curriculum vitae to Laurence Pengelly at Michael Page Finance, Savannah House, 11 Charles II Street, London SW1Y 4QZ. Fax: 0171 976 2592. Please quote ref 363742.

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The audit function is substantial and provides a broad service that ensures appropriate control mechanisms are effective, whilst also generating operational improvements and efficiencies.

The Head of Audit will focus on:

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- promoting a positive customer service ethos to ensure constructive relationships;



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Please send a full CV in confidence to GKRS at the address below, quoting reference number 7441 on both letter and envelope, and including details of current remuneration.

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Our client is a specialist investment bank with an international reputation. A leader in its field, its activities encompass equity research, brokerage and trading, corporate finance, both advisory services and capital raising, and investment management. It services a broad client base of investors, corporations and governments in Europe and North America. Due to increased business activity and a recent re-organisation, there is now a requirement for an experienced, talented individual to join the management team as Finance Director.

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Candidates must be able to demonstrate a superior intellect combined with the practical qualities of an effective businessman. They must possess relevant current experience of managing the finance function within an investment banking environment. They should bring a thorough understanding of the mechanics, economics, risks and market practice of the international capital markets. An ability to effect improvement and provide direction in a collegial environment is essential.

This is a rare opportunity to be part of a progressive management team and to influence a dynamic growing investment bank. The remuneration package will include a substantial performance related bonus and participation in the ownership of the business.

Interested candidates should contact Paul Wilson, Director, Michael Page City on 0171 269 2312. Alternatively, please write to him, enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 405 9649.

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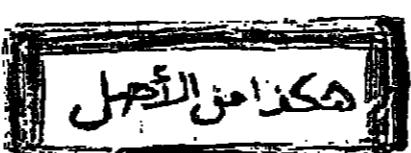
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THE COMPANY: Our client is one of the world's largest privately owned companies successfully dealing in commodity origination, commodity trading and financial markets. Established more than a century ago, the company operates 1,000 business sites worldwide across 67 countries, employs more than 75,000 people, and had a turnover in 1996 of well over \$50 billion.

Our client is committed to further expansion in the Russian market as it views this as one of the fastest growing business arenas in the world. As part of this expansion, they wish to recruit a finance professional for their busy commercial trading office.

THE ROLE: The Trading Controller will work closely with commodity traders and will have responsibility for the following:

- Managing a team of accountants
- Running Russian and GAAP financial systems
- Accounting, budgeting and forecasting
- Financial planning and analysis of monthly/quarterly cash flows
- Regulatory and tax reporting
- Advisory liaison with product account managers and traders

THE PERSON: This is an opportunity for an ambitious and enthusiastic individual looking to develop a career with excellent long-term prospects. You will have:

- Strong interpersonal skills as a prerequisite operating in a multicultural environment
- Russian as a native language with fluent English
- An international perspective
- A strong academic background in business or finance
- Accounting, audit or finance as a professional background
- Two to three years in financial management in a Western company or a commercial representative office
- Experience in accounting for multi-product accounts would be an advantage.

This position will enjoy a competitive remuneration package with associated benefits. Candidates who are interested in this position should forward their résumé to our London or Moscow office, quoting clearly, reference number FT1142 on ALL correspondence. All applications will be treated in the strictest confidence.

Antal International: Parus Business Centre, 23 1st Tverskaya-Yamskaya Ul, Moscow 125047, Russian Federation. Tel: (095) 935 8606 Fax: (095) 935 8607. E-mail: antalkus@online.ru
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MANAGER - CORPORATE REPORTING

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Central London

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The appointment of Manager - Corporate Reporting will be a highly visible role within the Group's Corporate Function.

Based in prestigious Central London offices and reporting to the Chief Financial Officer, you will manage a team of Qualified Accountants, with responsibility for overseeing all aspects of the Group's internal and external reporting process. This will include reviewing all monthly and quarterly internal

If you wish to be considered for this exceptional appointment with career progression within the Group, please call our advising consultant, Suzanne Smycher, on 0171 209 1000 (in the evenings on 0171 286 2668). Alternatively, please send/fax your CV to her at FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax: 0171 209 0001. E-mail: sso@fss.co.uk
Please quote reference FT0121.

£50,000 - £60,000 + Car + Bonus

reports, external reporting to shareholders and regulatory reporting. You will also be involved in the development of new systems, and will provide technical advice and guidance to the Accountants and Controllers of the Group's worldwide operating subsidiaries on all accounting policy and related issues.

Additionally, you will work closely with the Chief Financial Officer on a wide range of business issues such as mergers, acquisitions, joint ventures, public offerings and financings.

For this appointment we are seeking a high calibre graduate Chartered Accountant (or CPA), aged 33-40, with excellent technical experience gained either in practice or in industry, including exposure to complex international multi-currency consolidations and US GAAP. You will have proven management, organisational and communication skills and a good knowledge of personal computers and related software.

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Interviews will be held the weeks of August 4th and 11th in the London area. West End location.

Please send CV and salary history in strictest confidence to:

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Phone 0171 917 2733 Fax: 0171 917 2734
Email: lkthompson@loderdrew.com
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AUDIT & TREASURY

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Elsag Bailey Process Automation is a global supplier of distributed control systems, process instrumentation, analytical products and professional services with revenues of US\$1.7 billion and operating units in over 25 countries. The Corporation has tripled revenues over the past 4 years through both acquisition and organic growth. Regional headquarters are located in Genoa, Frankfurt, Singapore and Cleveland (Ohio). Three exceptional career opportunities are available - within Internal Audit and Group Treasury. The recently established International Audit Department performs both operational and financial reviews and special projects, adding value to a complex business operating in a highly competitive environment. For the Audit positions about 50% business travel will be necessary.

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Located in Frankfurt and reporting to the Audit Director, the International Audit Manager will plan, implement and report on reviews and projects in Germany and other European locations supervising an assistant. The successful candidate should have a reasonable knowledge of German, a professional qualification and a minimum of 4 years audit experience. Ideally candidates will have experience in auditing manufacturing or technology organisations and will have demonstrated their ability to add value to a business.

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Working from a Cleveland base and reporting to the US Audit Manager, the Senior will cover operating units throughout the Americas and Asia Pacific. The position will appeal to graduates with a business or financial qualification who have a minimum of 2 years relevant internal or external audit experience. Multinational industry experience and language skills will be an advantage.

TREASURY MANAGEMENT

In Cleveland, this individual will manage the Regional Treasury Centre covering units throughout the Americas. Reporting to the VP, Treasury directly responsible for cash management, bank relationships and foreign exchange management, he or she will contribute to the annual Treasury Operating Plan and will establish/monitor treasury policies. Successful candidates will have a minimum of 3 years US Corporate Treasury experience within a multinational group, and an ideally MBA in finance.

Candidates for all positions must be highly motivated with good communication skills. Competitive packages will be offered with relocation assistance where necessary. Please mail or fax a comprehensive CV and details of present remuneration to:

Warwick McLintock Ltd., EBC House, Kew Road, Richmond, Surrey TW9 2NA. Tel: 0181 940 4900 Fax: 0181 940 6524

 **Elsag Bailey**
Process Automation

CORPORATE FINANCE DIRECTOR

London/
Essex Border

Following six years of discreet privately funded research and development, The Children's Commission plc was incorporated in 1996 and is likely to evidence itself as the most fundamental development in the field of childcare since the passing of the Children Act 1989. Our achievements so far provide testimony that commerce can operate effectively and in complete harmony with such an emotive trading area. Most of the business activities of the Company are conducted through its subsidiary organisations, many of which operate in partnership with well established, eminent organisations employing between them some 25,000 personnel and having cash resources in excess of £500 million.

£Excellent

The company is scheduled for public launch this winter at which function some 5,500 guests will be invited to attend to mark the attribution of the first, up to £1 billion of privately sourced funds towards our children's care and education in the UK.

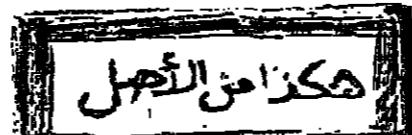
Arising from the material growth of our portfolio, which addresses the developing market of the business of childcare and education, the Company now seeks to appoint a main board director. A qualified Chartered Accountant, ideally with a high quality service industry background, you will have management responsibility of a substantial cash turnover and be responsible for the revenue reporting procedures of all subsidiaries and business partners. With

strong business acumen and entrepreneurial ability you will possess an outstanding track record in addition to a high level of self motivation and excellent communication and organisational skills.

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For further information please contact our Recruitment Advisor Wendy Bryan or write enclosing your cv to Hays Accountancy Personnel, 1-5 High Street, Romford, Essex RM1 1JU. Tel: 01708 752878. Fax 01708 752652.

Hays Accountancy Personnel



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The company wishes to recruit a senior global marketer to lead its Order Handling activities, capitalising on recent changes in both equity market practice and technology to produce a range of new products and capabilities for its clients in the global financial marketplace.

The ideal candidate will have:

- The financial market experience required to understand the needs, motivations and strategies of major global financial institutions.
- A detailed knowledge of the marketplace drivers, processes and technology associated with Order Handling, and equity markets, probably gained through hands-on implementation experience either within or for a financial institution.
- The ability to translate and guide these inputs into plans for commercially viable end products for the investment community, working as part of a multi-disciplinary team.

This is an excellent opportunity to join a large and fast expanding financial information provider. A first class academic background, coupled with a sound knowledge of Order Handling and management is essential. At least ten years' experience is required to fulfil this challenging and demanding role. This is a key position providing enormous potential at senior level to contribute to the overall business growth of the company.

For a confidential discussion please contact Edward Hunter Blair, Tel: 0171 236 2400, Fax: 0171 236 0316 or apply in writing to Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

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The roles we are looking to fill are:

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- technical specialists covering a wide range of skills, including analysis and development;
- database administrators;
- change management and training specialists

Ideally the candidates will be graduates who have significant experience of complex financial system implementations. They will also be able to demonstrate that they can work on their own initiative and deliver quality results within tight deadlines. Good communication skills are essential and although previous SAP experience is not a prerequisite it would be an advantage.

Interested individuals should send their CV, including current salary details to:

Box A5475, Financial Times,
One Southwark Bridge, London SE1 9HL

Closing date for receipt of applications is 10th August 1997.

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PURCHASING MANAGER

One of the largest Divisions of a leading UK based, world-wide Financial Services Group, is seeking an experienced, top-flight purchasing professional to head up its purchasing and supplier management activities.

The individual, who will be responsible for the development and implementation of purchasing strategy, and direction, selection and management of suppliers together with appropriate supporting infrastructures, including IT, will have a track record of successful purchasing and supplier management with at least one major organisation. Retail sector experience would be an advantage.

The job will involve regular contact at Managing Director level across the businesses and will require, in addition to well developed supplier management expertise, first class interpersonal and communication skills.

Current expenditure with preferred suppliers is already substantial but there are opportunities for refinement, growth and, in some areas, radical change. Successful accomplishment of the role is expected to have a major impact upon the Company's bottom line.

Whilst the successful applicant will be based in London there will be extensive travel, primarily within the UK.

Package and benefits will be commensurate with the experience, personality and potential of the successful applicant.

Interested individuals should send their CV, including current salary details to:

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RDBMS/GLOBAL MARKETS

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The Chase Manhattan Bank is one of the world's leading financial institutions with a global presence in over 30 countries. Chase Global Banking franchises provide clients with a range of commercial and investment banking, corporate and a range of asset management services. In the United Kingdom, Chase Global Markets Technology provides IT solutions in the support and development of these businesses.

An opportunity exists for an experienced Analyst Design, on work as part of the CAD Team within Global Markets Technology.

The group's direct responsibility encompasses the development and support of a data repository, which contains essential financial information for all of the bank's major trading products and the development of risk management systems, in accordance with the EU Capital Adequacy Directive.

Expansion is planned to extend the scope and range of the repository to encompass the bank's entire financial architecture.

Your brief will involve working closely with Finance and Business users, determining requirements, designing systems solutions and specifying programs and database changes.

Responsibility will also be given for small and medium size development projects through the full development cycle, including development and QA.

SKILLS
Good experience in use of Oracle Database and Toolkit, including Designer 2000 and Developer 2000. (Experience using an alternative relational database will be considered.)

Sound grounding in Structured Methodologies.

Awareness of a broad range of trading products e.g. Bonds, Equities, Swap, FRA, Futures and Options.

General knowledge of accounting procedures, general ledger, profit and loss etc.

Experience of repository reporting systems such as CAD, RDB, RBL.

Preferably educated to degree level in a numerate discipline with excellent written communication skills.

Ideally, candidates will possess most of the above requirements, however highly competent individuals with a subset of these skills and an ability to learn new techniques and business will be considered.

To discuss this opportunity in strict confidence, please call Jonathan Leigh during office hours on 0171 335 0000, evenings and weekends on 01708 705952.

Alternatively write with full career details quoting Ref 1901 to address below.

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17 St Helens Place,
London EC2A 1DE

Telephone 0171 335 0000

Fax 0171 335 0000

Mobile 0973 317 330

e-mail: john@hayley.co.uk

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This growth continues to create opportunities in the Finance and Administration function – primarily based in Hampshire. We are looking for a number of qualified accountants to join this group, mostly at a senior level in the central F&A management team or to head up the financial management of one or more major outsourcing contracts.

Each is a high profile influential role in the business, reporting to the VP Finance and responsible for the development and direction of an established team, usually employing several qualified staff.

Here, managers make things happen – especially in Finance. Commercially aware with a positive

record of achievement in roles of increasing management and financial influence, you must be a strong communicator who has developed and implemented reporting systems and robust business controls in a dynamic environment.

Your progress to date will have been enhanced by your leadership skills, your rigorous analytical ability and sound strategic contribution. First rate computer literacy is an essential requirement and international exposure will be valued.

Attractive and competitive salaries are on offer, underpinned by a high quality benefits package. Our client's continuing growth should ensure the prospects for your personal development.

To apply, please write enclosing your CV and current remuneration, to Mike Smith at MS Selection, Woodhurst, Coldharbour Lane, Pyrford, Woking GU22 8SL Tel: 01932 354041.



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If you are interested please contact us through our advertising consultants.

Kindest regards

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please call Mark Cunningham on +44 (0) 171 873 3761

INTERNATIONAL CAPITAL MARKETS

Europe tumbles on technical selling

GOVERNMENT BONDS

By Vincent Boland
in London and John Labate
in New York

A bout of technical selling sent European bond markets tumbling in late trading yesterday – in spite of more good economic news from the US that lent early support to Treasuries.

Analysts said that after a brisk opening session, European markets were hit by “quite active selling” driven largely by accounting factors – with UK fund managers seeking to square end-of-month positions.

Meanwhile, German bonds failed to maintain a break through a key resistance level, sparking a sell-off on the view that the market was over-bought.

High-yielding European markets suffered the heaviest

falls because of continued profit-taking from their recent strong rally.

GERMAN BUNDS briefly traded up through 103.50 on the September future, hitting 103.51, before retreating sharply as investors took the view that the level was not sustainable.

Mr Matt Knowles, bond analyst at Paribas in London, said they met very strong resistance at that level. The September future closed down 0.38 at 103.03, and fell below 103.00 in after-hours trade.

The yield on 10-year bonds, which had fallen below 5.50 per cent on Wednesday, also failed to maintain that level, climbing back up to 5.53 per cent.

These two factors suggested the market was “very over-bought at those levels”, Mr Knowles said.

Uncertainty over whether

the Bundesbank might resort to an interest rate increase to stem the slide in the D-Mark also continued to cloud sentiment in short bonds.

However, Ms Sally Wilkinson, senior bond economist at Daiwa Europe, said the fact that there was no evidence of any threat to internal price stability in Germany – the Bundesbank's over-riding concern – meant there was no domestic reason to raise rates.

UK BTPs fell victim to what Mr Don Smith, gilts analyst at HSBC Markets, described as “end-of-month liquidation” selling. The September futures contract fell to settle at 115.4.

Gilt investors are now looking to next week's interest rate meeting of the Bank of England's monetary policy committee. Sentiment is divided on whether there

will be another 25-basis point rise in lending rates immediately or whether it might be put off until September.

If there is no move, the release of more consumer spending data later in August will be the next signpost to how fast another rise is forthcoming, and how big it will need to be.

Elsewhere in Europe high-yielders continued to consolidate from recent highs.

ITALIAN BTPs spread over bonds, which looked to be heading for 75 basis points last week, continued to widen again yesterday, ending at about 88 basis points.

Analysts put the retreat down to a combination of profit-taking, disappointment at stalemate in talks between the government and unions on pension reform, and concern about Italy's

ultimate chances of being included in the first round of European monetary union. Ms Wilkinson, at Daiwa, said the recent lows seen in the BTP/bond spread were “only justified if Italy makes it into the first round”.

French BONDS had a quiet session, with the September notional bond futures contract settling in Paris at 103.86, down 0.10.

SPANISH BONO futures settled down 0.60 at 117.69.

US TREASURIES were left almost unchanged by mid-day after an active morning triggered by two important economic reports.

The benchmark 30-year Treasury bond was unchanged at 103.82, yielding 6.32 per cent. Shorter-term issues were also mainly flat, with the two-year note yielding 5.741 per cent and the 10-year note yield down slightly at 6.029 per cent.

The release of gross domestic product estimates for the second quarter sent bond prices higher early on. Ms Wilkinson, at Daiwa, said the recent lows seen in the BTP/bond spread were “only justified if Italy makes it into the first round”.

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CAPITAL MARKETS NEWS DIGEST

DTB extends its trading hours

The German futures and options exchange yesterday announced that it was extending its trading hours by 90 minutes from today. The move is part of the continuing battle for business between Europe's derivatives exchanges.

The Deutsche Terminbörse said it would extend trading in interest rate and money market derivatives to 7.00 pm Frankfurt time. The move means trading on the DTB and the London International Financial Futures Exchange will end at the same time. The DTB said it decided to extend its hours after requests from foreign participants, especially those from the US west coast. The change was easy to make, as the DTB was an electronic exchange.

Rivalry between the DTB and Liffe has been intensifying in the run up to the planned European monetary union. In the battle for market share, DTB is emphasising the cost-effectiveness and ease of electronic trading, compared with Liffe's open outcry system. Liffe has said it remains committed to the trading floor, which it says gives traders flexibility and guarantees market liquidity. Liffe is the clear leader among Europe's derivatives exchanges, with double the daily volume of contracts of either the DTB or Matif, its French equivalent.

Greta Steyn, London

LEBANON

First offshore company for Beirut

The Beirut Stock Exchange is expected to get its first offshore company when the Luxembourg-incorporated Lebanon Holdings listed this month. SBC Warburg said yesterday the new investment company, Lebanon Holdings, would be capitalised at \$50m by way of a placing. It will be managed jointly by Lebanon Investment Asset Management and Blakeney Management Limited.

Mr Khaled Abd-el-Majeed, a director of Blakeney in London, said investments would initially be made in unlisted companies in the financial services sector which were preparing for a listing. In the past year, investors in four Lebanese banks had been handsomely rewarded after their listing. He expected similar opportunities to arise as part of a shake-up of the Lebanese banking sector, which comprised all banks. SBC Warburg said it was placing equity with investors from the Arab world, as well as institutional investors in the US and Europe.

Greta Steyn

HUNGARY

Syndicate backs EIB loans

An international syndicate led by ABN Amro yesterday signed a guarantee on European Investment Bank loans of Ecu185m to Matav, the Hungarian telecoms company. The loans, part of a total of Ecu230m lent by the EIB since 1990 to fund Matav development, had previously been guaranteed by the Hungarian state.

Kester Eddy, Budapest

Santander returns with \$500m issue

INTERNATIONAL BONDS

By Edward Luce
and Robert Anderson

Santander, the Spanish bank, yesterday returned to the international dollar markets for the first time since 1983 with a \$500m floating rate issue.

The five-year bond, which was priced flat to the three-month London interbank offered rate – or Libor plus three basis points on an “all-in” calculation – was intended to relaunch the bank with a new benchmark, officials said.

A banker at Morgan Stanley, the sole bookrunner, said the deal won strong support from European institutions and funds. The offer breaks today.

Official added Santander had opted for the floating sector to take advantage of the current high level of redemptions in that area. “It is reasonable to assume that floaters will tighten in the near future while fixed-rate bonds might widen a bit.”

FANNIE MAE, the US mortgage financing house, issued its As1bn five-year spread on the five-year bond, which at the time was the largest Australian dollar issue, has narrowed from 19 to 12 basis points over Australia's government benchmark. Yesterday's issue is expected to be priced to yield 10 basis points over the Australian curve. The syndicate

PASA, the wholly-owned petrochemicals subsidiary of Argentinian energy and metals group Perez Companc, breaks today.

SBC Warburg, which along with Merrill Lynch is the lead manager, said it was encouraged by strong order books to raise the issue by As250m to As1bn. It said that European institutional investors had formed a higher proportion of the order book this time after observing the success of the previous issue.

Fannie Mae said it had decided to launch the bond after the 50 basis point reduction in Australian interest rates on Wednesday. SBC Warburg said alterations to Australia's withholding tax had also boosted demand for overseas issues.

PASA, the wholly-owned petrochemicals subsidiary of Argentinian energy and metals group Perez Companc, breaks today.

tutions had been interested in the unrated issue. It was trading at flat to its re-offer price on the secondary markets yesterday.

INTERNATIONAL BUSINESS MACHINES joined the small bandwagon for Greek drachmas with a Dr10m five-year offering. An official at Deutsche Morgan Grenfell

fell, the sole bookrunner, said investors were increasingly attracted to drachma bonds because of high interest rates in Greece. The bond offered a coupon of 9.45 per cent.

“Investors reckon the currency risk is sufficiently small,” said an official in London.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

	Red Coupon	Date	Price	Day's change	High	Low	Weak Month	Month ago
Australia	10,000	10/07	126,671	+0.34	124.40	126.45	6.45	5.71
Austria	5,625	07/07	100,210	-0.28	56.00	55.57	5.90	
Belgium	6,250	03/07	104,580	-0.19	58.00	58.82	5.83	
Canada	7,250	06/07	110,690	+0.01	58.1	58.92	6.08	
Denmark	7,000	03/07	103,220	-0.22	58.00	58.43	6.04	
ITAN	5,750	03/02	100,525	-0.28	48.2	48.62	4.83	
Finland	5,500	10/07	100,360	-0.28	48.5	48.88	5.68	
Germany	5,500	10/07	103,420	-0.30	53.00	53.54	5.54	5.71
Ireland	8,000	06/06	111,290	-0.46	63.2	63.30	6.54	
Italy	6,750	02/07	102,330	-0.60	64.21	63.30	6.54	
Japan No 148	9,200	09/05	126,511	-0.11	62.1	62.21	6.29	
No 182	9,000	09/05	126,511	-0.11	62.1	62.21	6.29	
Netherlands	6,750	02/07	101,900	-0.34	54.00	54.57	5.61	
Portugal	9,500	02/06	121,750	-0.43	61.5	61.6	6.28	
Spain	7,350	03/07	108,510	-0.24	61.4	61.4	6.14	
Sweden	8,000	06/07	111,723	+0.60	63.8	63.88	5.94	
UK Gilt	7,000	06/02	100-00	-0.32	7.00	7.13	7.13	
US	7,250	06/02	100-00	-0.34	7.00	7.13	7.13	
Yield	9,000	10/08	115-17	-1.52	6.98	6.99		
Yield	10,000	10/08	115-17	-1.52	6.98	6.99		
Yield	11,000	10/08	115-17	-1.52	6.98	6.99		
Yield	12,000	10/08	115-17	-1.52	6.98	6.99		
Yield	13,000	10/08	115-17	-1.52	6.98	6.99		
Yield	14,000	10/08	115-17	-1.52	6.98	6.99		
Yield	15,000	10/08	115-17	-1.52	6.98	6.99		
Yield	16,000	10/08	115-17	-1.52	6.98	6.99		
Yield	17,000	10/08	115-17	-1.52	6.98	6.99		
Yield	18,000	10/08	115-17	-1.52	6.98	6.99		
Yield	19,000	10/08	115-17	-1.52	6.98	6.99		
Yield	20,000	10/08	115-17	-1.52	6.98	6.99		
Yield	21,000	10/08	115-17	-1.52	6.98	6.99		
Yield	22,000	10/08	115-17	-1.52	6.98	6.99		
Yield	23,000	10/08	115-17	-1.52	6.98	6.99		
Yield	24,000	10/08	115-17	-1.52	6.98	6.99		
Yield	25,000	10/08	115-17	-1.52	6.98	6.99		
Yield	26,000	10/08	115-17	-1.52	6.98	6.99		
Yield	27,000	10/08	115-17	-1.52	6.98	6.99		
Yield	28,000	10/08	115-17	-1.52	6.98	6.99		
Yield	29,000	10/08						

COMMODITIES AND AGRICULTURE

Investors back Eramet's independence

By David Owen in Paris

Institutional investors last night celebrated a victory for French shareholder democracy after measures reinforcing the independence of Eramet from its state-owned majority shareholder were approved at the mining group's Paris annual meeting.

The meeting also strengthened the position of Mr Yves Rambaud, Eramet, who had resisted a government plan to strip the company of a nickel concession in New Caledonia. France's previous centre-right

government wanted to give the Koniambo concession to a company controlled by Kanak nationalists in the French overseas territory, which faces a referendum on whether or not to separate entirely from France next year. When Mr Rambaud opposed the plan, the government tried to replace him.

One of the main consequences of yesterday's vote will probably be an improvement in the standing of France's new Socialist government in the eyes of international investors, at a time when it is mull-

ing whether to sell other state assets such as a minority interest in France Telecom.

"We are very pleased at the results in this particular situation and are hopeful that this will have a carry-over effect on corporate governance and related issues in France and the rest of Europe in future," said Mr Peter Chapman, chief investment counsel for Cref, the world's biggest pension fund.

Cref, which manages the retirement assets of professors and staff in US colleges and other educational institutions, has 206,000 Eramet shares, equivalent to a stake of 1.33 per cent.

Yesterday's meeting approved the nomination of a new 16-strong board of directors, including five independents, and secured the adoption of a corporate governance code placing a duty on directors to abstain in cases of conflict of interest.

It also ensured that, should the new government decide to take action on the Koniambo concession, a valuation would be determined by "a college of experts of international repute".

Mr Lionel Jospin, the new Socialist prime minister, has ordered a study on the economic and industrial perspective of the nickel issue before the end of the summer.

The previous Juppé administration supported a plan by SMSP, a company controlled by Kanak nationalists, to build a smelter with Canadian mining group, Falconbridge, using nickel from Eramet's concession.

Eramet shares climbed FF11.90, or 3.7 per cent yesterday, to FF335, after an advance of FF11.10 on Wednesday.

Fears of LME 'squeeze'

MARKETS REPORT

By Kenneth Gooding and Robert Corzine

The strong rise in aluminium prices on the London Metal Exchange and the metal's move into backwardation - where there is a premium for metal for immediate delivery - is causing some traders to suggest that another LME "squeeze" is on the way.

The premium for aluminium for immediate delivery, compared with three-month metal, increased to \$40 a tonne yesterday compared with \$30 at the beginning of this week. The three-month aluminium price ended the day \$4 a tonne higher at \$1,701.

In the past three weeks aluminium prices have risen by 10 per cent from the bottom of the recent trading range for three-month metal to break through \$1,700, a tonne, previously the top of a range.

Mr Jim Lennon, analyst at Macquarie Bank of Australia, said heavy fund buying has been driving the rally and consumers have largely been absent from the market. "Most of the activity has been in nearby prices and gains in further forward

prices have been restricted by continued producer selling," he said.

He suggested that the targets of the squeeze are traders who hold large volumes of uncovered call options - options that give the buyer the right to purchase a particular futures contract at a specific price within a specified period of time - at \$1,700 a tonne. "If the price climbs above \$1,700, some traders are looking at a target of \$1,900," he said.

Mr Lennon said that engineering a squeeze in the aluminium market would be fraught with danger because there could be as much as 500,000 tonnes of the metal in "hidden" stocks, which could be released to the market if it stayed in backwordation very long.

Oil prices shed much of Wednesday's gains yesterday as the prospect of a resumption of Iraqi exports reassured its influence in the markets. The price of the bellwether Brent Blend for September delivery was down about 30 cents in late trading in London to \$18.70 a barrel. The United Nations is expected to soon complete its review of the new Iraqi aid distribution plan, the main stumbling block to renewed exports.

Floods hit grains production

By Gary Mead

The severe flooding in central Europe will significantly reduce grain production in countries such as Poland, the Czech and Slovak republics and Romania, experts said yesterday.

The region's worst flooding for many years had caused enormous damage to arable farming. "It's too early to say exactly how much the harvests will be affected in terms of quantity, but it's absolutely clear that their quality will be seriously damaged," said one grains specialist.

The International Grains Council in London published its latest world grains estimates for the current season, and conservatively revised downwards its forecasts for central Europe.

The IGC now projects that wheat production for the region will be down by 1.5m tonnes, to 32.4m tonnes; at the start of July its estimate was 33.9m tonnes. However, the reduced figure will still be considerably higher than the 28.8m tonnes harvested in 1996. The biggest improvement this year is in Romania; although it too has been deluged, Romania is expected to produce 7.1m tonnes this year against 3.2m in 1996.

However, Poland, which along with eastern Germany has been the most badly

affected part of the region, is now forecast to see its wheat crop reduced by 300,000 tonnes, to 7.8m compared with 8.5m in 1996. Poland imported 1.8m tonnes of

wheat last year, and the IGC was anticipating before the floods that it would import no more than 500,000 tonnes this year. But with 1.8m tonnes of grain fields

swamped in its southern and south-western areas, most analysts believe that Poland's wheat imports will eventually match if not outstrip last year's.

Coarse grains in the flooded areas are less affected by the rain. The IGC's estimates suggest an overall loss of 600,000 tonnes for central and eastern Europe, to 50.1m tonnes, after the flood.

One grain specialist said it now anticipated overall losses of as much as 2m tonnes from the region, but added that this figure was being constantly revised in light of the continuing floods.

Traders already see opportunities. The IGC's latest forecasts are for world wheat production to increase by 6m tonnes this year, to 585m tonnes. The extra capacity may well be absorbed by those countries suffering from the deluge.

"It's anyone's guess right now what the final losses will be," said one large international grain trader. "Of much greater concern is the rapidly deteriorating quality, due to higher levels of fungus and crop disease, and the washing-out of the protein and gluten from the grain."

"Our traders expect that these countries will be coming to the international market for greater wheat imports in particular."

COMMODITIES NEWS DIGEST

Mining groups link in Colombia

The world's two biggest mining companies, Anglo American Corporation of South Africa and Rio Tinto, the Anglo-Australian group, are linking to give coal production in Colombia a substantial boost. Colombia aims to double coal production in the next few years from about 26m tonnes. Almost all its coal - high quality bituminous coal sought after by power stations - is exported, mostly to Europe.

Mr Leon Davis, Rio's deputy chief executive, expects substantial growth in internationally traded coal in Europe, as Germany, Spain and Poland follow France's and the UK's lead in eliminating domestic coal subsidies. Rio is hoping to combine the Oreganal coal properties in northern Colombia it acquired last year with the neighbouring Cerrejón Central. The combined properties would be owned one-third each by Rio and Glencore, the Swiss commodity trading and industrial group, with the remaining third in the hands of a new company jointly owned by two members of the Anglo American "family" - Amcoal, which operates in South Africa, and Minoro, the group's offshore operating company.

The Anglo companies this week completed the acquisition of a half share in Cerrejón Central from Glencore. By combining Oreganal and Cerrejón Central, the partners would not only free up about 70m tonnes of coal in the boundary area between the properties, but would also be able to share the cost of developing common facilities. The partners have also bid for the adjoining Cerrejón South property, being privatised by the Colombian government. If developed as planned, Cerrejón Central and Oreganal would have an annual joint production of 16m tonnes, with a successful bid for Cerrejón South expected to significantly increase this figure.

Kenneth Gooding, London

■ COCOA BEANS

ICCO forecasts record grindings

World grindings of cocoa beans for 1996-97 are forecast to reach a new high, though global stocks for the same year are likely to fall below 5% months' grinding, according to the latest figures from the International Cocoa Organisation. The new quarterly figures from the ICCO, covering April to June, estimate that total world stocks at the end of the October to September cocoa year for 1996-97, including the final 26,000 tonnes of ICCO buffer stocks (which will all have been sold by the end of March 1998), will be 1.283m tonnes, down from 1.387m tonnes in 1995-96.

While stocks are falling, the quantity of grinding has risen substantially, from 2.728m tonnes in 1995-96 to a probable 2.802m tonnes in the current year. Grindings in the US rose almost 21 per cent in the first quarter of 1997 compared with the same period in 1996.

The world is also likely to return to an overall cocoa beans deficit this year, the shortfall being estimated by the ICCO at 134,000 tonnes, against a surplus of 155,000 tonnes the previous year. This will be mainly due to lower production, down from 2.91m tonnes in 1995-96 to an estimated 2.65m tonnes this year. The world's leading cocoa beans producer, Ivory Coast, will produce only 1.126m tonnes this year compared with 1.2m tonnes last year.

Gary Mead, London

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

■ ALUMINUM 99.7 PURITY (\$ per tonne)

Close 1702.3 1699.700

Previous 1685.5-87.5 1688.88

High/low 1708/1777

AM Official 1679.5-80.5 1679.80

Kerb close 1679.700

Open Int. 589.534

Total daily turnover 114,722

■ LEAD (\$ per tonne)

Close 622.3 625.5-6

Previous 615.5-6.5 620-6

High/low 615/630

AM Official 619-20 623-3

Kerb close 619-20

Open Int. 36,735

Total daily turnover 10,604

■ NICKEL (\$ per tonne)

Close 7292-30 7410-20

Previous 7305-15 7390-30

High/low 7305/7300

AM Official 7275-80 7370-75

Kerb close 7270-80

Open Int. 50,939

Total daily turnover 17,830

■ TIN (\$ per tonne)

Close 5475-85 5520-90

Previous 5475-85 5510-15

High/low 5510/5525

AM Official 5485-90 5525-60

Kerb close 5485-90

Open Int. 15,653

Total daily turnover 5,071

■ ZINC, special high grade (\$ per tonne)

Close 1515-25 1545-29

Previous 1515-25 1545-29

High/low 1475/1410

AM Official 1513-17 1430-50

Kerb close 1459-60

Open Int. 101,149

Total daily turnover 48,024

■ COPPER, grade A (\$ per tonne)

Close 2325-32 2320-31

Previous 2345-32 2320-31

High/low 2320-31

AM Official 2320-30 2317-30

Kerb close 2317-30

Open Int. 140,027

Total daily turnover 54,598

■ ZINC, special high grade (\$ per tonne)

Close 1525-35 1520-35

Previous 1525-35 1520-35

High/low 1520-35 1520-35

AM Official 1520-35 1520-35

Kerb close 1520-35 1520-35

Open Int. 54,598

Total daily turnover 15,284

■ HIGH GRADE COPPER (COMEX)

Close 108.00-108.50 108.00-108.50

Previous 108.50-108.00 108.60-108.50

High/low 107.50-108.00 107.00-108.50

AM Official 107.50-108.00 107.00-108.50

Kerb close 106.25-108.00 106.20-108.75

Open Int. 105.70-108.00 105.70-108.75

Total 11,011,42,140

■ PRECIOUS METALS

■ LONDON BULLION MARKET

(Prices supplied by N M Rothschild)

Gold/Troy oz \$ price equiv SPOT

Close 325.10-325.60 324.24

Opening 325.30-326.80

Morning fix 326.00 198.829 493.727

Afternoon fix 326.35 199.162 493.506

Day's High 327.00-327.50

Day's Low 324.80-325.30

Previous close 326.40-326.90

Loco Ldn Mean Gold Lending Rates (Vs US\$)

1 month 3.91 6 months 3.87

2 months 3.90 12 months 3.88

3 months 3.90

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LONDON STOCK EXCHANGE

Footsie falls in late dealing on mixed US data

MARKETS REPORT

By Peter John

Guarded calm lay behind yesterday's performance of UK equities as a raft of disappointing corporate results jostled for influence with another record breaking performance on Wednesday for Wall Street.

The FTSE 100 index slipped in the first hour of dealing as the market took note of uninspiring first quarter numbers from British Telecom.

Those concerns, mainly directed to the proposed merger with MCI of the US, were compounded by reduced interim prof-

its from Glaxo Wellcome and lower first half figures from TI Group.

Glaxo and TI were both affected by the translation of overseas earnings into a strengthening pound. And while the currency effect had been factored into forecasts, there was no positive counterbalance in the statements.

As the day wore on, however, confidence increased that the Dow Jones Industrial Average would maintain its current upward momentum.

The signals were encouraging. Before equity trading began in New York, the US long bond was continuing to rise, pushing the

yield down to 6.35 per cent at one stage.

Data for gross domestic product growth in the second quarter showed an above-forecast 2.2 per cent annualised gain. But the price deflator posted its smallest rise since 1984. That combination provided further evidence that the "goldilocks" economy of robust growth with low inflation is well in place.

On the other hand, this was offset by statistics showing weekly jobless claims at their lowest level for 23 years. The data did not augur well for the more significant non-farm payroll numbers expected today. These are forecast to show an increase

in employment of about 200,000 and any higher figure will fuel inflationary fears.

Also, there were inflationary elements in the latest Chicago purchasing managers index.

US investors appeared unable to make up their minds. As the Dow swung from an early rise to a second fall, Footsie lost its

earlier gains.

The blue-chip index ended the day 19.8 lower at 4,907.5. The FTSE 250 and SmallCap indices, less affected by international factors, climbed 10.0 to 4,492.0 and 2.4 to 2,188.4 respectively.

Overall volume by 8pm was 900m shares, the highest level for seven trading days.

However, almost 10 per cent of the turnover reflected heavy trade in two small stocks: Fortune Oil nil-paid shares and Owen & Robinson.

The direction of the London market over the next few days depends, to a large extent, on the market's view of future interest rates ahead of the Monetary Policy Committee meeting next week.

Mr David Hillier, UK strategist with BZW, argues: "Higher rates are the last thing manufacturing needs, but rates must go higher if the inflation target is to be met. We expect the MPC to bite the bullet and raise rates a further 75 basis points."

Sterling hits TI shares

The holiday for overseas earners and exporters appeared to be drawing to a premature close yesterday as profit downgrades in TI Group combined with renewed strength in sterling.

TI, the wide-ranging engineering group, is less badly affected than some of the UK's big exporters as it generates 80 per cent of sales overseas. Nevertheless, when sales are translated back into sterling, they are affected by the steady rise of the pound, particularly against the D-Mark.

The effect was reflected in interim results which showed that profits had been reduced by 7.6m because of currency translation.

As a result, analysts slashed full-year profit expectations by around 27m to the £225m mark, reflecting expectations of a further hit in the second half of the year.

One analyst said: "These figures show we have not yet taken enough account of the currency impact on the engineering sector."

Profit-taking also played a part in the day's sharp decline. The shares had risen strongly in recent sessions as the market celebrated sterling's recent reversal. Yesterday, the pound crept back above DM3.00 and also edged higher against the dol-

lar, prompting fears of further share price weakness.

By the close, the shares had surrendered 24/4 to 544/4p, the worst performance in the FTSE 100. Volume was 4.3m.

Reports that UK banking group Halifax is to be included in the Morgan Stanley global index triggered a squeeze in the company shares. They rose 28/4 to 736/4p, topping the list of Footsie best performers yesterday.

One dealer suggested inclusion in the index was likely to prompt heavy demand for the stock by US investors.

Halifax shares have fallen heavily over the last two weeks and dealers attributed part of yesterday's advance to a feeling that the decline had been overdone.

A takeover and a strong buy note combined to power the oil sector to one of the biggest rises in the market.

The buy note, from NatWest Securities, highlighted prospects off west Africa and said Shell had the best exploration portfolio. Shell was ahead 2% to 451p, while BP, which NatWest listed among international oil companies that had the opportunity to boost their reserves base off west Africa, rose 1/2 to 36p.

The bid came from Dana Petroleum which finally made a long-flagged offer for Seafield Resources.

Traders suggested there was little commercial logic behind the combination of Dana with the predominantly UK Seafield, although further consolidation in the

sector was likely. Dana eased to 224p and Seafield rose 4/4 to 71/4p.

Elsewhere, Lasmco came second in the list of FTSE 100 risers with an advance of 10/4 to 279p after its interim results and hopes of positive news flow for the second half sparked talk of a re-rating of the stock.

The stock has been trading at 13 per cent premium to net asset value, whereas most others in the sector trade at nearer 40 per cent. Some analysts were suggesting that this differential could be eroded.

Mr Jon Wright, at Merrill Lynch, said: "Although the results contained little in the way of surprises, they did demonstrate the strength of the first half that Lasmco." He added that the company was about to enter a growth phase, following restructuring. He is a buyer of the

stock, and retains his profit forecast for this year of 245m before preference dividends, to produce earnings per share of 3.4p.

Nervous trading and general profit-taking brought a decline in Lloyds TSB, ahead of today's interim figures. The shares fell 10/4 to 671/4p. BZW, a current buyer of the stock, is predicting interim profits of £1.52bn and a dividend payment of 5.3p.

National Westminster, recently the subject of bid speculation, eased 21/4 to 868/4p, following a large late-session sell order.

Vague talk of a share buyback at a Barclays helped the stock resist the market retreat. The shares closed a penny lighter at £12.85.

Abbey National, which opened the reporting season in the banking sector earlier this week, fell 19/4 to 837/4p.

Glaxo Wellcome fell 38/4p

£12.911/4 after it said margins were likely to come under pressure in the second half. The £1.5m profit was in line with forecasts but the likely drop in margins led to the stock mark-down.

Analysts said the company had already announced margins were likely to fall between one and two percentage points, but yesterday told them the fall would be closer to three points, as drugs were launched.

The company also said it was affected by the impact of the strong pound, which turned a 6 per cent advance in trading profits into a 3 per cent decline.

The negative sentiment spread to others in the sector, with SmithKline Beecham down 28 to £11.89p.

ICI advanced 31/4 to £10.075, helped by US trading. The company has been holding US roadshows to explain the shift from bulk chemicals to higher-margin specialty products.

Merrill Lynch suggests the price could reach £10.50 and has told clients: "The transformation of ICI is occurring faster than the market expected and we believe there should be more good news to come."

Industrial materials group

Industrial

NEW YORK STOCK EXCHANGE PRICES

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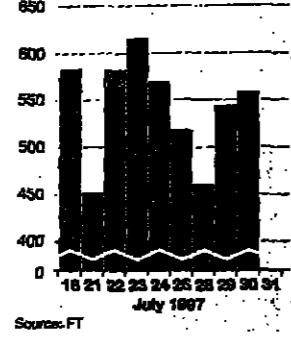
Dow treads water after mixed data

AMERICAS

Wall Street turned slightly nervous after two days of strong gains as mixed economic reports briefly jarred the bond market before prices stabilised by midday, writes John Labate in New York.

Despite a rise in technology stocks, the Dow Jones Industrial Average was 6.03 lower at 8,248.86 by 1pm. The broader Standard & Poor's composite index gained 1.12 at 935.41. The Nasdaq com-

NYSE volume



Source: FT

posite index, which is weighted with tech stocks, also managed a gain, adding 3.21 at 1,561.26.

The bond and stock markets were sharply higher in early morning trading following the release of favourable gross domestic product estimates for the second quarter.

Although GDP rose 2.2 per cent for the quarter, slightly higher than analysts had expected, the report also contained a sharp downward revision for the first quarter, which had been estimated at 5.9 per cent and now stands at 4.9 per cent. The inflation estimates contained within the report were also favourable to investors.

Markets were jarred soon after by a separate report that estimated that prices

paid by purchasing managers for July had reached their highest level in two years. This sparked inflation fears and sent bond and stock markets sharply lower. The markets eventually stabilised around midday.

Among Dow components, Procter & Gamble reported second quarter earnings slightly ahead of expectations, but its share price fell \$1 at \$162.24.

Hewlett-Packard shares gained \$1.13 at \$65.97 and General Motors climbed \$2.14 to nearly 4 per cent at \$62.44.

Despite the uneven trading in blue chips, major technology stocks traded mostly higher, as Microsoft gained \$4 at \$141.14 and semiconductor producer Intel gained \$1 at \$90.74.

The Pacific Stock Exchange Index, which tracks the progress of technology stocks, was also higher by 1.47 at 325.22.

TORONTO extended its record run through a morning of busy two-way trade. Golds and media stocks were dull, but retail stocks made good progress and there was plenty of action among speculative oils.

At the noon calculation, the 300 composite index was running 16.03 ahead at 16,03 - having hit record closing highs in each of the three previous sessions.

Newbridge Networks gained 85 cents to C\$71.95 and Northern Telecom gained 30 cents to C\$143.90. Among banks, Royal Bank of Canada and Bank of Montreal both added 10 cents at C\$66 and C\$67.80 respectively.

Seagull came in for media sailing, losing 75 cents to C\$62.80. Bright spots among second liners took in JDS Fitel, up C\$11.50 to C\$67 on upbeat earnings. Geac Computer advanced C\$2.50 to C\$61.50 on news of a planned two-for-one stock split.

Mexico City firm

MEXICO CITY surged through the 5,000 barrier on the IPC index in early trading.

The market was firm from the opening bell, building on the gains of the past two sessions and by mid-morning had successfully punched through to a new landmark.

Dealers said the drive was coming from both local and foreign investors. "It's dollar and US interest rate led. There's no stopping it today," said one broker.

At midsession, the IPC

index had put on 115.63 or 2.3 per cent to 5,069.86.

CARACAS gained ground with the IBC adding 71.84 to 9,491.71 at midsession.

But SAO PAULO continued to suffer profit-taking after the recent privatisation-inspired rally. The Bovespa index was off 239 or 1.8 per cent at 12,779 at midsession.

SANTIAGO traded quietly in low volume. The IPSA index was little changed at the end of the morning session, improving 0.31 to 134.38.

South Africa stronger

Johannesburg industrial shares finished stronger, the industrial index gaining 28.1 to 8,150.5, propelled higher by positive sentiment from Wall Street and other world markets' recent run.

Reserve Bank Governor Chris Stals' comments this week that interest rates could be cut before end-1997 continued to fuel local and offshore buying interest on industrials.

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries. NatWest Securities Ltd. was a co-founder of the indices.

NATIONAL AND REGIONAL MARKETS

Figures in parentheses show number of lines of stock

		WEDNESDAY JULY 30 1997					TUESDAY JULY 29 1997					DOLLAR INDEX							
		US	Day's	Pound	Local	Yen	DM	Currency	% chg	Local	US	Sterling	Local	Yen	DM	Currency	% chg	Local	Year
		Dollar	Change	Sterling	Index	Index	Index	Index	on day	Yield	Dollar	Sterling	Yen	Index	Index	Index	on day	Yield	(approx)
Australia (76)	240.54	0.2	218.47	179.81	229.81	214.80	0.1	3.55	239.87	218.12	178.58	228.19	214.83	245.87	191.32	191.30			
Austria (25)	204.73	-0.2	185.00	163.02	198.61	195.48	1.1	1.68	203.85	185.11	161.58	193.85	192.82	204.78	174.71	178.37			
Belgium (26)	204.14	0.0	187.00	163.00	198.00	195.00	0.1	2.05	202.00	187.00	162.00	192.00	190.74	243.70	238.71	211.11			
Canada (127)	304.14	0.0	282.77	245.00	285.25	261.25	0.0	1.19	302.00	282.25	261.25	282.00	280.74	282.00	282.00	282.00	282.00		
Denmark (22)	222.30	1.0	201.87	212.93	222.28	222.07	0.7	1.64	220.08	200.03	183.76	202.26	202.76	222.20	154.85	154.85			
Finland (28)	310.23	-0.2	300.63	296.81	376.07	376.53	0.3	1.35	307.93	361.70	320.55	378.40	376.97	421.25	307.93	308.62			
France (83)	234.32	0.9	212.81	175.18	223.87	227.88	1.4	2.21	215.18	210.00	172.82	220.81	224.85	237.67	187.30	188.30			
Germany (69)	245.50	-0.1	215.77	177.58	220.95	223.88	0.4	1.26	220.82	218.08	178.10	225.01	225.07	237.81	170.45	170.45			
Hong Kong, China (69)	145.50	0.0	160.00	141.76	154.00	154.00	1.4	2.75	154.74	162.43	140.18	151.16	153.85	160.50	107.55	107.55			
Ireland (27)	268.54	0.8	220.57	211.50	213.54	213.54	1.0	1.59	268.54	220.57	213.54	268.54	268.54	273.25	182.50	182.50			
Italy (63)	326.10	-0.3	322.90	272.85	345.77	322.95	0.1	2.75	327.14	323.72	273.25	349.15	326.95	374.84	177.77	177.77			
Japan (485)	101.91	0.7	82.58	76.18	92.36	152.82	0.9	1.74	101.18	81.95	75.29	98.19	134.95	105.77	148.14				
Malaysia (107)	134.19	-1.2	121.87	101.31	128.20	120.00	0.1	0.78	125.83	123.48	101.09	129.18	101.09	150.97	127.57	127.57			
Mexico (27)	179.19	-1.0	140.70	450.70	354.48	457.00	0.4	1.84	147.88	439.26	358.41	455.38	483.13	482.00	481.21	524.55			
Netherlands (19)	423.09	0.4	384.81	316.71	404.79	400.24	0.5	1.85	421.83	383.49	313.95	401.13	386.82	428.85	286.53	286.53			
New Zealand (14)	83.71	0.3	86.11	70.05	85.88	78.48	0.0	3.80	83.44	84.83	85.54	88.86	76.45	84.87	80.77	80.77			
Norway (41)	316.70	0.7	280.00	238.95	305.44	330.55	1.2	1.88	317.81	280.70	238.36	302.02	326.48	326.63	247.99	247.99			
Philippines (22)	131.07	-0.1	131.07	108.00	130.75	207.49	0.1	0.09	108.93	130.05	207.08	214.07	130.11	193.54	192.62	192.62			
Singapore (42)	370.71	-1.8	325.99	294.94	347.17	347.17	-1.4	1.19	320.02	320.79	294.06	322.51	322.62	327.42	216.21	216.21			
South Africa (64)	248.08	-0.2	225.31	185.44	237.01	281.84	1.8	2.28	244.67	222.40	182.10	222.67	228.24	278.05	172.28	172.28			
Spain (33)	503.43	0.6	457.28	376.32	480.97	594.78	1.6	1.74	500.81	456.04	372.68	476.04	585.69	511.85	336.77	336.77			
Switzerland (33)	315.82	1.1	265.00	251.93	301.54	298.90	1.4	1.13	312.33	280.29	232.45	297.00	292.75	231.68	231.75	231.75			
Thailand (42)	84.51	-1.9	55.59	48.22	61.63	60.65	-0.8	3.65	84.51	65.76	59.79	62.55	80.80	151.74	47.95	4			